

Work Plan Detail A -- Item 2, Repeat Maltreatment (Maltreatment of Children in Foster Care)

Goal: To improve the incidence of maltreatment in foster care

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2002	A2. Inquire at ORS regarding their collection of data from maltreatment investigations in institutional settings.	Sept. 2002	Shirley Vassy	<p>Memo to team</p> <p>1st Quarter Federal Response: <u>WHICH TEAM-CLARIFY; FOR EXAMPLE, HOW DATA COLLECTION WILL BE USED TO MEASURE REPEAT MALTREATMENT TO REDUCE THE INCIDENCE OF MALTREATMENT IN FOSTER CARE.</u></p> <p>3rd Quarter Georgia Reply: Memo to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and Development Director. NOTE THAT BENCHMARKS ARE THE INTERIM AND MEASURABLE INDICATORS THAT WILL BE ASSESSED TO DETERMINE IF PROGRESS IS BEING MADE TOWARD ACHIEVING THE ESTABLISHED GOAL-FOR EXAMPI E. WHAT</p>	<p>1st Quarter Report: This benchmark was achieved. Inquiry was made with Office of Regulatory Services (ORS) regarding data collections of maltreatment in institutional settings. If the agency could use ORS data collections to determine the number of non-child welfare children abused by foster parents in the institutions, a determination could be made as to a part of the discrepancy in the data. ORS uses a system Aspen Central Office (ACO) to collect data, which would show any alleged complaints of child abuse that occurs in a residential care home or a foster placing agency. <u>The system does not list the legal custodian of the child. Therefore, this data would not aide the agency in determining non-child welfare children included in measures for maltreatment in foster care.</u></p> <p>1st Quarter Federal Response: <u>(MOVE TO BARRIERS TO ACHIEVEMENT COLUMN AND EXPLAIN HOW YOU INTEND TO RESOLVE THE ABOVE UNDERLINED STATEMENT)</u></p> <p>A memo was written to convey this information to the team</p>	<p>1st Quarter Federal Response: <u>(PARTIALY COMPLETED-BASED ON THE INFORMATION OBTAINED FROM THE ACCOMPLISHMENTS SECTION). YOU MENTIONED THAT 'THIS DATA WOULD NOT AIDE THE AGENCY IN DETERMINING NON-CHILD WELFARE CHILDREN INCLUDED IN MEASURES FOR MALTREATMENT IN FOSTER CARE. DON'T YOU THINK THAT THIS MAY HAVE AN IMPACT ON YOUR INTENDED EFFECTS OF ACTION STEPS?)</u></p> <p><u>WHEN BENCHMARKS AND GOALS ARE NOT MET, YOU CAN PROVIDE A NARRATIVE EXPLANATION IN THIS COLUMN.</u></p> <p>3rd Quarter, Georgia's Reply: See 3rd Quarter Report Accomplishment.</p>

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				THE STATE EXPECTS TO ACHIEVE WITH REGARD TO THE GOAL DURING EACH QUARTER	<p>members. Completion Date: September 2002 What needs to be accomplished: Written memo will be shared with team members who were not present at the last committee meeting. This <u>was</u> completed February 2003. 1st Quarter Federal Response: <u>(THE UNDERLINED SHOULD BE MOVED TO THE ACTION STEPS SECTION)</u></p> <p>3rd Quarter Report: This benchmark was achieved, therefore there are no barriers to achievement. The action step of an inquiry to ORS being made was accomplished and information gained regarding its data source.</p>	
July 2002	A3. Produce descriptive statistics on foster care victims	Sept. 2002	Shirley Vassy	Report to Team 1st Quarter Federal Response: (WHICH TEAM-CLARIFY) 3rd Quarter Georgia's Reply: Report to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and Development Director.	<p>1st Quarter Report: This benchmark was achieved. Using information on the substantiated maltreatment to foster care children by foster parents or residential/facility staff for the period of January 2001 -- December 2001, a profile of the victims was produced.</p> <p>Completion Date: Work began with approval of the</p>	1st Quarter Report: Currently the data collection instrument (Form 431) is completed for all assessments of abuse or neglect in foster homes or institutions. The children in the foster homes/institutions are not separated in groups of children in agency custody vs. children in parental custody. In producing the report a mechanism to monitor data collection of

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					<p>PIP, final completion of the report occurred December 2002</p> <p>Next steps: The information gathered on the foster care victims will be used to guide policy and training changes. 1st Quarter Federal Response: (THE UNDERLINED SHOULD BE MOVED TO THE ACTION STEPS SECTION-DETERMINE COMPLETION DATE FOR THIS ACTION)</p> <p>In January 2003, changes were made in the data collection system to improve the capacity of collecting more specific data of children abused in foster care. Information from the new enhanced system will be used in monitoring described in step 13. 3rd Quarter Report: Georgia believes this action step to be achieved. We inadvertently put information under the barrier column during the first report quarter that should have been under the accomplishment column.</p>	<p>children included a paper copy of investigations to better identify and describe foster care victims. 1st Quarter Federal Response: (DESCRIBE ACTION YOU WILL TAKE DURING THE NEXT PIP QUARTER TO MEET THE PROJECTED BENCHMARKS AND/OR GOALS). 3rd Quarter Georgia Reply: This benchmark was achieved therefore there are no barriers.</p>
June 2002	A5. Determine proportions of reports by placement setting	June 2002	Shirley Vassy	Report to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and	1st Quarter Report: This benchmark was achieved. Completion date: June 2002. This information was shared with the team prior to the approval of the PIP. This information will be shared on a semiannual basis.	

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				Development Director.	Beginning in January 2003 statewide reporting on Form 431 of private versus agency approved foster homes will further enhance the capacity to report on this step. 1st Quarter Federal Response: <u>ACCOMPLISHMENTS SHOULD BE RELATED TO THIS QUARTER-NOT ON-GOING)</u> 1st Quarter Federal Response: (DID YOU ACCOMPLISH THIS STATEMENT FOR THIS QUARTER, IF NOT, EXPLAIN HOW YOU INTEND TO ACCOMPLISH THIS GOAL ?) 3rd Quarter Georgia Report/Reply: This benchmark was achieved.	
July 2002	A6. Produce a profile of foster families involved in maltreatment investigations	Sept. 2002	Shirley Vassy	Report to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and Development Director.	1st Quarter Report: This benchmark was achieved. This information will be further analyzed to determine if there is an association between demands placed on foster parents and the incidence of maltreatment in foster care. Completion date September 2002. The report to the team was shared after the approval of the PIP in November 2002. 1st Quarter Federal Response: (PLEASE INDICATE WHETHER YOU WERE ABLE TO PRODUCE A PROFILE OF FOSTER FAMILIES INVOLVED IN MALTREATMENT	1st Quarter Report: In January 2003 several enhancements were added to the data collection system, which should increase the capacity to profile foster families involved in maltreatment. 1st Quarter Federal Response: <u>(MOVE TO ACCOMPLISHMENT IF THE INTENDED EFFECT OF YOUR ACTION STEPS WERE ACCOMPLISHED).</u> 3rd Quarter Report/ Georgia's Reply: See 3 rd Quarter Report. Statement moved to accomplishment column.

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					INVESTIGATIONS) 3 rd Quarter Report/Reply: A profile of foster families was produced in September 2002. The enhancements added to the data collection system should increase the capacity to determine any similar descriptive elements of the foster parents involved in maltreatment. This benchmark is achieved.	3 rd Quarter Report: This benchmark was accomplished therefore there are no barriers to achievement.
Oct. 2002	A9. Examine the policy and training of foster parents and social services staff	March 2003 Requesting a date change to September 2003 (for the training)	Liz Bryant, Winifred Abdullah, Betty Wright, Geraldine Jackson-White	Reviewed foster care policy and training modalities.	1st Quarter Report: Initiated a series of meetings to review policy and training requirements for DFCS foster parents. Policy: Two meeting of core workgroups held to review and discuss steps to be taken in implementing this action strategy. A proposal is presently being developed to outsource the task of reviewing and completing a comparative analysis of commonalties and differences in DFCS (public) and Office of Regulatory Services (ORS) (private) standards for licensure or approval of family foster homes and child caring institutions. Method for measuring achievement: Written proposal completed and submitted for approval by 12-30-02 and proposal approved by 1-31-03. Actions to be taken next quarter: Submit proposal for approval; select contractor; completion of the comparative	This benchmark was accomplished therefore there are no barriers to achievement. In the 1st. QPR, the agency requested a date change for these action steps to March 2003. Explain in this column the barriers to implementing these action steps by March 2003. Re-visit 1st. QPR and indicate whether those actions intended to take in the second QPR were taken. If not, identify those actions and barriers to their achievement.

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					<p>analysis of DFCS and ORS standards/policy for licensure of foster homes by contractor; and submission of written report. Follow-up meeting coordinated by contractor to review comparative analysis & make recommendations for change re: outcomes of comparative analysis of uniform licensing standards. 1st Quarter Federal Response: MOVE TO ACTION STEPS NEXT QUARTER.</p> <p>2nd Quarter Report: Partially Achieved. Foster care policies and guidelines, and pre-service training modalities have been reviewed and discussed to determine their impact on child maltreatment. Examination of Social Services staff training still to be conducted.</p> <p>3rd Quarter Report: Achieved. Policy and Training for staff -- Current policy and training for staff examined and a determination made that theses areas sufficiently addressed the skills and competencies needed to assure the safety of children in foster homes for the present, with on-going assessment of future needs. Georgia has a well-rounded training program for new workers and on-going training for veteran staff. Policies and</p>	<p>For example: In the 1st. QPR , the following action steps were identified: 'Will submit proposal for approval; select contractor; complete comparative analysis of DFCS and ORS standards/policy for licensure of foster homes by contractor; and submission of written report. Follow-up meeting coordinated by contractor to review comparative analysis & make recommendations for change re: outcomes of comparative analysis of uniform licensing standards'.</p>

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					<p>guidelines are clearly and substantially written to guide and support staff in the implementation of casework duties. See Attachment entitled <u>Staff Training Opportunities</u>. Policy and training for foster & adoptive families -- Current training needs were determined to be sufficient (2nd Quarter. Report). However, this does not preclude the need to examine future training needs for foster and adoptive families.</p> <p><u>Response to 2nd Quarter questions under 'Barriers to Achievement:'</u></p> <p>There are two parts to this Action Step. One addresses foster parent training and the other addresses staff training. A review of staff training had not been completed by 3-30-03; however, this examination and review was completed as of 6-03.</p> <p>2.) An error in documentation of accomplishments occurred during the 1st quarter. Some of our accomplishments satisfy the requirements of more than one Action Step and we incorrectly applied the accomplishments noted. These accomplishments more accurately reflected Item 42-</p>	

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					Action Step 1. Accomplishments for this Action Step is more accurately reflected in parallel Action Steps in Item 44 -- Action Steps 6 & 7 which address an examination of pre-service and in-service training for foster homes. You will note the change in accomplishments for the 2 nd quarter report. 3) See Item 42 Action Step 1 for actions taken on the RFP.	
Dec. 2002	A10. Recommend policy and training changes for foster parents and social services staff	Dec. 2002 Expected completion date June 2003	Liz Bryant, Winifred Abdullah, Betty Wrights, Geraldine Jackson-White	Completed policy addressing discipline and safety issues in foster homes; completed review of training modalities.	<p>1st Quarter Report: Recommendations for policy and training changes based on outcome of comparative of DFCS and ORS standards and GPS:MAPP and other foster/adopt preparation curricular and follow-up discussion and recommendations. 1st Quarter Federal Response: (DID YOU ACTUALLY MAKE THIS RECOMMENDATION? IF YES, TO WHOM?)</p> <p>2nd Quarter Report: Partially Complete. Foster Care policies and guidelines have been developed to address acceptable parameters in disciplining children in foster care, including a Corrective Action Plan that supports and guides families in the proper care and management of children, and outlines agency and foster parent responsibilities in achieving this end. Additional</p>	3rd Quarter Report: This benchmark was achieved therefore there are no barriers to achievement.

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					<p>foster care policy has been developed to address specific safety issues in foster homes. A review of the current in-service training approach (GPS:MAPP) with other pre-service modalities (PATH, PRIDE, Boys town, Lutheran) and current in-service training resources (Continued Parent Development Institutes and other locally sponsored training) indicate that current training needs are being met; an exploration of other training modalities to occur in the future.</p> <p>2nd Quarter Federal Response:</p> <p>Identify barriers to achievement. In the 1st QPR , training-budgetary and time-constraints to retrain staff were identified as a barrier.</p> <p>Indicate a timeframe to explore other training modalities.</p> <p>Indicate proposed completion time for all partial accomplishment.</p> <p>Why is this partially completed. Accomplishment column indicated that policies have been completed and training needs are being met. Does this accomplish the measurable</p>	

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					<p>benchmark? If not, what else needs to be done?</p> <p>Georgia's Reply 3rd Quarter: Budgetary and time constraints were indicated as present barriers to implementing change in this area. ; However, it is expected that when the current contract expires with the present trainers (9/2004), additional funding will be available to implement a new training approach, if this is the new pre-service training committee's recommendations and DFCS administrators are in concurrence.</p> <p>As to the question regarding our stating that this Action Step was partially completed, see Action Step 9.</p> <p>3rd Quarter Report: <u>Achieved.</u> Suggested recommendations made for staff training included: additional training for veteran staff and administrators on MEPA-IEP; additional training for county administrators, placement and CPS staff addressing issues of foster parent retention; and establish a committee to re-examine current preparation process (pre-service training) for foster families.</p>	
Feb.	A11.	Mar 2003 2nd	Betty Wrights, Liz	Report to team.	1st and 2nd Quarter Reports:	2nd Quarter Federal

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2003	Implement new training plan in family foster care and/or institutional foster care.	Quarter Federal Response: Is this task completed? Deadline is May. 3rd Quarter Reply: Task is not yet completed. The state is requesting a change in completion date to September 2004 to allow for the qualitative review process.	Bryant, Professional Development Section (Geraldine Jackson-White)	Evaluation: Quarterly monitoring reports will analyze and compare outcome data with 2001 CFSR. Progress/needs will be addressed and revised as needed in the Annual IV-B State Plan A Qualitative Case Review (QCR), similar to the CFSR, will be conducted. on a representative sampling of cases. DFCS county supervisors, Social Service Program staff, Consultation and Support Units, IV-B Advisory Committee members and other stakeholders may participate in this review. The results of the first QCR will be included in the 2003 IV-B State Plan. 2nd Quarter Federal Response: Has the State started its quality reviews yet? Do we have any results? Georgia's Reply 3rd Quarter: No. Qualitative reviews are scheduled to begin October 2003. The first report to state and federal teams is expected January 2004 and every quarter thereafter.	Recommendations for additional staff to provide TA training and a vendor is needed to develop a review process. 1st Quarter Federal Response: (THE ABOVE STATEMENT DOES NOT APPEAR TO BE AN ACCOMPLISHMENT -- YOU NEED TO JUSTIFY THAT YOU HAVE COMPLETED YOUR ACTION STEPS GOAL) 2nd Quarter Federal Response: (THIS SENTENCE DOES NOT APPEAR TO BE AN ACCOMPLISHMENT) What steps have you taken to locate a vendor? Completion date is May 2003 for a report to the team. Is this done? 3rd Quarter Report: The progress made in Action Steps 9, 10 and 12 overlap with this Action Step. Qualitative Case Review: Current fiscal constraints prevented outsourcing the QCR to an outside vendor. The E&R Section, who will conduct in-house QCR's, is currently developing an evaluation instrument to be used in gathering data for the reviews and will initiate the first round of	Response: Identify barriers to implementing the action steps. Quarterly monitoring of reports to analyze and compare outcome data with 2001 CFSR, and a QCR are essential action steps that needs to be accomplished. 3rd Quarter Report /Reply: Due to fiscal constraints, the Division was unable to outsource the development and implementation of the QCR. The E&R Section has agreed to the completion of this task, and has begun working diligently to develop the instruments to be used in reviewing cases, with a beginning date of October 2003.

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					<p>reviews in October 2003.</p> <p><u>Comparison of 2001 and current data -- source: PSDS: 1).</u>The incidence of child maltreatment in foster homes for FFY 2002, 4th Quarter has decreased to 0.71%.</p> <p>2). <u>See reports by E & R on Georgia's statewide data indicators</u></p>	

Work Plan Detail B -- Item 3, Services to Families to Protect Child(ren) in Home and Prevent Removal and Item 4, Risk of Harm to Child

Goal: To improve this outcome by January 2004

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June 2002	<p>B1. Develop family assessment, which includes policy for the assessment of mental health, substance abuse and domestic violence needs and prevents premature case closure.</p> <ul style="list-style-type: none"> Review existing assessment policy in CPS and Foster Care. Review includes multi-disciplinary team and experts in the field. (Achieved) Develop revised CPS assessment .. 	Jan. 2004	Protective Services and Foster Care Policy Committee, CPS, Foster Care Units, Office of the Child Advocate, Professional Development Section, Social Services Section as deemed appropriate, DFCS Economic Support Section, Substance Abuse Assessment Workers.	<p>Development of recommendations for policy, practice and training based on the completed review.</p> <p>Policy, practice and training steering meetings. Written revised policy.</p> <p>Recommendations for training and budget for implementation of recommendations.</p> <p>Monitoring Steps (Family Assessment and DV): Participant notes and meeting minutes, Policy Draft, and Training and budget recommendations.</p> <p>Core competency development by Professional Development Section for future training. CPS Policy/Procedure Training</p>	<p>Partially Achieved</p> <p>2nd Quarter Federal Response: Is this fully achieved now? How will we measure it? What can the State provide us to show this has been achieved?</p> <p>Georgia's Reply: Developed Family Assessment (FA) /Family Team Meeting (FTM) and Domestic Violence (DV) materials are attached.</p> <p>1st, 2nd, 3rd Quarter Report/Status Update: Existing CPS policy was reviewed and decisions made on how to revise CPS policy to expedite decisions about safety, well being and permanence and to bring it more in line with existing foster care policy that already includes an expanded family assessment. For CPS, a decision was made that this will be accomplished by requiring a more comprehensive family assessment followed by a family team meeting. Review periods will change from a maximum of three months to a maximum of six months. If sufficient change is not made by the end of fifteen months (in line</p>	<p>Additional policy and procedure will add to the responsibilities of CPS staff, whose numbers continue below what is needed to adequately handle the number of CPS cases in the state. It is anticipated that training on Domestic Violence policy/procedure will alleviate some of these concerns. Preplanning for the pilot for DV policy is underway in two selected counties. Meetings with DFCS, local law enforcement and other community players have begun. The department has designated funding (\$60,000 for each county) to assist with this pilot. Each county will demonstrate a different approach to piloting policy. One county will pilot a 'first responder' concept, for which the additional funding will provide support for</p>

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	<p>policy, training and staffing recommendations. (Achieved)</p> <ul style="list-style-type: none"> Develop training and budget recommendations to implement revised policy. (Partially Achieved) Develop policy/procedure for prevention of premature case closure. (Achieved) Develop CPS domestic violence policy and procedure. (Achieved) 				<p>with foster care time standard for TPR requirements), policy will require a multi-disciplinary staffing to determine plan for immediate safety of children. This group included state and county DFCS, Child Welfare Policy and Practice Group, Office of the Child Advocate. This new process requires a much more in-depth study of the family, including individual family members. Required information covers many functioning, looking at individual children and adults in the household. Requirements also include completion of a genogram and eco map. By having more information about the family and more family involvement in planning, better case plans and better results for change are expected. With more information, it will be possible to better assess mental health, domestic violence and substance abuse. Better assessment is one way to help reduce premature case closure. Work group for policy and procedure development for new family team meeting procedures for CPS families included state and county DFCS, Child Welfare Policy and Practice Group, Office of Child Advocate, state Professional Development (training), Family Connection Partnership. CPS</p>	<p>additional staff who will respond with law enforcement on DV calls and make a decision of whether a case is (1) assigned for further CPS investigation, (2) is referred for early intervention services or (3) determine there is no DV concern. It is anticipated that this funding will help overcome the previously identified barriers to accomplishing the steps of this section. These were the workload size and the turnover rate of staff. Both high caseloads and lack of experience will hurt the results that the state is trying to accomplish.</p> <p>How does the State plan to fully accomplish this goal? The pilot for family assessment and family team meeting is only in nine counties. The pilot for domestic violence</p>

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					<p>policy/procedure for family assessment and family team meeting (FTM) was completed for the nine-county pilot in December 2002. This includes guidelines, within the family assessment, to collect information for better assessment of mental health, substance abuse and domestic violence. The FTM should also help reduce premature case closure, since it provides the opportunity to discuss problems (MH, DV, SA) identified during the assessment. The nine pilot counties received this policy and procedure in December 2002.</p> <p>DOCUMENTATION: [See Attachment 1: pilot manual, Sections I and V, for family assessment and family team meeting.]</p> <p>Work group for developing domestic violence (DV) policy and procedure included state and county DFCS, state DV staff, DV shelter representatives. Draft policy development was completed in January 2003</p> <p>DOCUMENTATION: (See Attachment 2: pilot manual sections for domestic violence response). The pilot counties have the policy and are in pre-planning stage toward implementation of the pilot. Greater awareness and assessment of domestic violence should result in a more</p>	<p>response is in two counties. Both require funding. Family assessment and team meeting procedure require a phased-in implementation. It is known that it took Alabama several years to phase in a similar assessment and family team meeting process. It cannot be a statewide reality for Georgia by 2004; however, it is anticipated that information will be available by then from the pilot to help determine how well this process is working in Georgia and how soon it can become a statewide reality. The two counties in the domestic violence pilot are receiving</p>

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					<p>comprehensive case plan and thus reduce premature case closure.</p> <p><u>Continues in Process</u></p> <p>Work on premature case closure began December 2002. The Protective Services Unit is emphasizing in policy training sessions already existing policy and procedure for achieving goals prior to case closure. Policy training is scheduled throughout the state in 2003</p> <p>DOCUMENTATION: (See Attachment B1 - # 3 -- Training Schedule).</p> <p>Professional Development Section is on track with core competency development. That Section is also developing CPS training topics that will be available to staff via the Internet.</p> <p>In response to expressed policy clarification and training needs, voiced by the nine counties piloting family assessment/family team meeting counties, two program consultants in the Division's Protective Services Unit are currently developing a more in depth policy training. They have held meetings in both the north</p>	<p>\$60,000 each for the yearlong pilot. Increased funding in any program is currently difficult to find. Georgia has 159 counties. Based on the findings from the two pilots, it will likely be necessary to draw conclusions about some of the most important findings and make decisions on which enhanced practices in these areas can be expanded to all counties with a minimum of available funding.</p> <p>State indicated that they have fully achieved the benchmark in January 2003, but now list all these barriers. Has it been fully</p>

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					and south regions of the state with pilot participants to determine the areas of greatest need. Training is being planned for fourth quarter.	achieved? How do we know? The benchmark is mostly achieved, but not fully. Attachments support achievements to date. An achievement date was recorded by mistake.
June 2002	<p>B2. Develop and implement Community Partnerships for the Protection of Children (CPPC) in representative counties.</p> <p>Core strategies developed by CPPC and Annie Casey, are: 1). An individualized course of action for each child and family identified by community members as being at substantial risk of child abuse and neglect.</p>	Jan. 2004	Representatives of DFCS and Family Connections, Children's Trust, Prevent Child Abuse in Georgia and allied agencies, CPPC community partners.	Partners identified and committed to development of strategies. Nine county implementation of phase I that includes coordinated and functioning hub neighborhoods. Data from these counties of the number of both CPS and non-CPS families living in the hub communities and receiving CPS and/or ICA services. Data is anticipated to indicate effectiveness of CPPC intervention by measuring whether a new CPS case is opened within a year of	<p>1st Quarter Report: The framework for change, based on the core strategies for community partnership, is in place with a Steering Team, Design and Implementation Team and designated Work Teams meeting and working to fully implement the core strategies in the nine CPPC counties.</p> <p>2nd Quarter Report: All nine counties have a community hub coordinator in place and involved in identifying community resources and needs. Coordinators are responsible for additional resource development, within the identified hub communities, that will meet needs of ICA families. Hub coordinators are participating with CPPC</p>	

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	<p>2). A network of neighborhood and community supports.</p> <p>3). New policies, practices, roles and responsibilities within the public CPS agency.</p> <p>4). A collaborative decision-making capacity to guide and sustain the partnership.</p> <p>Steps for fulfilling these strategies continue and include:</p> <ul style="list-style-type: none"> Identify community partners. (Achieved) Strategy development, resource development, partnership building and outcome and planning. (Partially achieved) 			closure of CPS/ICA services on either similar allegations or on different allegations.	<p>community support teams and continue to build their community partnership groups.</p> <p>Funding for the hubs was identified through Safe and Stable Families. The nine pilot counties received from \$20,000 -\$30,000 each.</p> <p>The Family Connection Partnership eMagazine <u>Connected</u> is a source of information about funding opportunities, training opportunities (e.g. Family Connection Partnership Finance Learning Institutes are scheduled throughout the state in April -- May 2003) and other topics important to CPPC communities. It is available to CPPC hub coordinators, community partners and others involved with developing community partnerships. The E&R section researched what information can be pulled from its current review guides and how to include as many families and service issues as possible in the guide. Review guides have been updated.</p> <p>3rd Quarter Report: All nine CPPC counties were trained (3-</p>	

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	<ul style="list-style-type: none"> Provide support (Achieved) Help hub coordinators identify and apply for available grant money for CPPC hub resource development. (Achieved) Determine how best to incorporate an annual qualitative case review on a representative sample of case records. 				<p>day training), between October 2002 and January 2003. This training was through The Child Welfare and Policy Group. A Family Connection trainer began in April 2003 providing additional training for hub coordinators, community partners and DFCS staff.</p> <p>DOCUMENTATION: (See attachment B2 - # 2 -- November calendar training schedule).</p> <p>Funding for expansion of this program to additional counties is unlikely for the next fiscal year. Because counties have just recently begun to work with family assessments and family team meetings in their hub communities, there is no database for measuring the effectiveness of FTM. A measure for outcomes, planning and evaluation is nearing implementation Because progress is based on number of families coming back into the system after case closure, it will probably be two to three years before there is a good database to work from. The first quarterly reporting by the nine hub counties was due in April 2003. This is the first of data collection on families served through this initiative and will</p>	

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					<p>provide data for comparison of how many of these families later come into the CPS system as compared with non-hub families with new reports of CPS within a year of closure. Data will also include data on families living outside the hub community who had a family assessment and family team meeting.</p> <p>DOCUMENTATION:</p> <p>(See attachment: CPPC -- Outcomes, Planning and Evaluation).</p>	
Sept. 2002	<p>B3. Develop and provide for CPS and foster care training to handle requests for case-related information through the open record act.</p> <p>Request Statewide CPS Advisory Panel to provide recommendations.</p>	<p>Jan 2004 January 2003 (actual completion date) The January 2003 was reported in error. Please disregard.</p>	State Protective Services Unit	Protective Services Unit has incorporated material in state CPS policy training that was provided to every CPS and FC worker in 2002 and is scheduled throughout the state every year. Number of CPS staff trained will be available.	<p>1st Quarter Report: State CPS staff is including an expanded segment in CPS policy training in 2003 that focuses on requirements of open records and staff responsibility. Three policy-training sessions of 2 1/2 days each are planned for each quarter of 2003. These are scheduled in all regions of the state and began in February. 1st Quarter Federal Response: (YEAR), Georgia's Reply 3rd Quarter: 2003</p> <p>2nd Quarter Report: Other skills training sessions being developed for 2003 are 'Finding Words' and 'Advanced Investigations Training.'</p>	<p>1st Quarter Report: Statewide CPS Panel has not fulfilled its initial plans to participate in this project. This project was taken over and completed by the state office Protective Services Unit.</p> <p>Federal HIPAA requirements limit what information can be shared and how it can be shared. This will require changes in sharing information in services' cases. HIPAA</p>

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					<p>3rd Quarter Report: The first session of 'Finding Words' was in January 2003, and a week of 'Advanced Investigations Training' was held May 2003. The department has provided initial interpretation of HIPAA requirements, and CPS policy and procedures will be updated to comply with requirements and HIPAA. Procedures for HIPAA will be incorporated into CPS policy training. This could not be done by July, as anticipated, because interpretations for CPS use have just become available. This information should be in policy and procedure form by the end of the third quarter.</p>	<p>requirements will also effect how information is shared and protected within team meetings and other CPS / CPPC hub activities.</p>
Sept. 2002	<p>B4. Strengthen prevention and early intervention strategies to prevent child abuse and support families. Develop and implement voluntary support for medically fragile children at high risk of abuse. (Achieved) Expand capacity for parent aide and early intervention. Enhance access</p>	Jan. 2004	Protective Services state and county staff, Grady Hospital, United Way 211 staff, DHR MHDDAD Staff.	Partnership with Dekalb and Fulton DFCS and Grady Hospital for early intervention of children at high risk. Partnership with United Way 211 to provide dedicated, formalized information and referral outbound calling services to CPS screened out reports. Number of CPS cases in CPPC hub communities with in-depth family assessment and family team meeting. Number of families served through early	<p>1st Quarter Report: The success of the current partnership with Grady Hospital is incentive to extend this model to other state hospitals. Approximately fifty families were referred to this program in 2002. There have been no reports of serious injury or child death of any of the fragile infants whose families receive services through the high-risk program. Parent aide and early intervention funding remains at the same level. For the quarter ended October 2002, there were a total of 151 referrals for screened out reports made to UW 211. A total of 62 families were available</p>	<p>Expansion of UW 211 to other counties where this service is available will involve finding additional funding. Maintenance of this resource is hoped for at the current level for the next fiscal year. United Way is also reducing service. Expansion of UW 211 is also dependent upon United Way's capacity to expand their resource to other parts of the state. Anticipated effects on intervention strategies, based on state budget</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	and use of UW 211 for screened out CPS calls to voluntary community assistance. Develop with Budget Office recommendations to adequately fund early intervention, parent aide, PUP and Homestead. Develop a more thorough assessment of family strengths and needs, particularly regarding the presence of substance abuse and domestic violence. (Achieved) Complete an annual Qualitative Case Review (QCR), similar to the CFSR, on a representative sampling of case records. Complete a comparison to the results of Georgia's 2001 CFSR and the level of compliance after additional policy clarification, training and			intervention, PUP, Parent Aide and Homestead programs.	<p>for resource referral, with a total of 355 referrals provided. Researching a way to measure outcomes for families that receive referrals through UW 211 was begun during the quarter.</p> <p>2nd Quarter Report: Exploration has begun with the DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD), to explore using addiction specialists to participate in family team meetings. There are various Medicaid-reimbursable services that might be needed as a result of a family team meeting where it is determined that identified family members need assistance with substance abuse or mental health problems.</p> <p>DOCUMENTATION: [See attachment - United Way 211 April 2003 Monthly Report for additional information on this preventive service.]</p>	<p>cuts, are not yet known. Efforts are being made to maintain these strategies at the current funding levels.</p> <p>2nd Quarter Federal Response: How does the agency plan to accomplish these action steps? Is this achievable by the due date? Georgia's Reply 3rd Quarter: Maintaining what's already in place in this time of budget cuts is viewed as an achievement. 2nd Quarter Federal Response: These action steps are essential in keeping track of progress. Will these activities just not be accomplished if the funding is not achieved? What is the</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	program implementation is operational.					<p>State's contingency plan (if any)? Georgia's Reply 3rd Quarter: Continued improvements and expansion will be made when/if opportunity permits. Full completion of most of these action steps, as written, involves expanding each step throughout the state and is dependent upon increased funding. At present, it is more realistic to try to maintain what is in place, while being alert to and acting on any expansion opportunities that may occur.</p>

Work Plan Detail C -- Item 6, Stability of Foster Care Placement

Goal: Georgia will seek to improve this indicator by 3% by September 2002 and 3% by September 2003.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
May 2002	C2. Examine the methodology used to extract the data from the system in order to address the discrepancy in the data reported from the system and the on site review.	May 2003	Shirley Vassey, Kathy Herren	Provide report of findings to team.	1st Quarter Report This benchmark was partially achieved. In examining the methodology for collection of this data, the procedures for calculation of this data was correct. The findings in the onsite review differed from the calculations of the data due to incomplete data fields in the data files. Further examination revealed the case managers were not reporting a change in the AFCARS data with each move of the child. To alleviate this problem a validation has been placed in the database to force the case manager to input the date of placement in the current foster care setting each time a change is made in any AFCARS field. A second check and balance to this item is the change in the data collection to include the name of the foster home/institutional placement as well as the names of the children in the home. A report generated from these two items will provide a history of placements from this time forward. Another step in evaluating the data involves how Georgia's placement changes are calculated for the AFCARS	

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					<p>submission in comparison with other states. This comparison indicated variation in the ways the child's placement moves are calculated as well as diversity in the child welfare population in AFCARS. Since placement stability in foster care is such an important factor, Georgia will continue to be aware of any concerns or directives on data comparability issues in conjunction with meeting the national standard.</p> <p>2nd Quarter Report - A change in the completion was approved. No report due for this quarter.</p> <p>3rd Quarter Report: <u>Achieved.</u> The methodology was examined and the data discrepancy was resolved. See 1st quarter report.</p>	
March 2003	C3. Monitoring the data on the county level on a quarterly basis will occur beginning with information for the period January to March 2003. Additionally, beginning July 2003, some type of comparison from the financial reporting of per diem payments to that of AFCARS will be made to assure all moves are reported.	June 2004	Four Foster Care Consultants	Discuss Quarterly Progress with each Field Areas based on data provided by the Evaluating and Reporting Section.	<p>During the 2nd reporting quarter, four consultants in the Foster Care Unit met with Field Directors and their assigned counties to discuss and review data on stability from each county. The plan to discuss and evaluate this data was discussed with each field director. Consultation and Technical Assistance will be provided to counties to assist them in identifying and resolving barriers that impact stability.</p> <p>3rd Quarter Report: <u>Monitoring continues.</u></p>	

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May 2002	<p>C5. Analyze data at the county and worker level to identify issues of stability on a certain caseload or in a certain county.</p> <p>The following was added per ACF review of 1st Quarter Report: To address the data discrepancy, DFCS must complete several assessments of moves in the financial reporting system (COSTAR) to the number of moves reported in the Internal Data System/AFCARS (IDS). When the computer system upgrade is completed, DFCS will compare the number of placement moves in the data system to the number of placement moves in an on-site review of case records for children in non-related family foster homes in Toombs, Fulton and Carroll counties. The Evaluating and Reporting Section (E&R) will generate a sample of cases similar to the Child and Family.</p>	<p>July 2003 3rd Quarter:</p> <p>Requesting approval to extend the date to November 2003 in order to gather more data for the analysis.</p>	<p>Andy Barclay, Joe Wassell, Jill Andrews, TA: Shirley Vassey, Andy Barclay</p>	<p>Provide report of the findings to the team and each county department.</p>	<p>1st Quarter Report: This benchmark was partially achieved. The Work Group developed a process to analyze data at the county and worker level. DFCS must complete several computer system upgrades prior to implementing this action step. The upgrades should be completed by June 2003. What needs to be accomplished: During the 2001 on- site case record review portion of the CFSR, a discrepancy in the accuracy of data reported for this indicator was identified. The number of placement moves identified during the on- site record reviews was 70% while the AFCARS data was 92% for the same reporting period. Due to this discrepancy, the PIP addresses the need to improve the accuracy of the reporting data and the stability of children in foster care (actual number of placement moves).</p> <p>2nd Quarter Report - A change in the completion date was approved. No report is due this quarter.</p> <p>2nd Quarter Federal Response: What is the status/update of this action steps? We need to be able to know your progress in this area.</p> <p>3rd Quarter Report Georgia's Renlv: We have analyzed the 1st</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					quarter in FFY 2003, which was the first time that a comparison of the two systems could be made. We are requesting an extension to the completion date in order to gather more data and perform a more thorough analysis.	
July 2002	<p>C7. Georgia will provide technical assistance (TA) to DFCS staff and private providers as to how to use FP/BP assessment information to make the most appropriate permanency decisions and implementation of wraparound services at the beginning of the child's stay in care. The FP/BP information will be used to develop more effective case plans for the child and family. Incorporate FP/BP Summary and Recommendation Reports in the CPRS. The inclusion of the FP/BP information in the CPRS will assist staff in developing case plans for children and their families. A pilot of the CPRS is underway in Dekalb DFCS and</p>	February 2004	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield, Stakeholders	Provide 11 county site trainings to staff and providers beginning 7/2002 and review cases in selected counties during the annual on-site review beginning 10/2002.	<p>1st Quarter Report: This benchmark was partially achieved. All current DFCS staff and providers have been trained on FP/BP wrap around policies and procedures. All foster care staff have been trained on the Case Plan Reporting System (CPRS). The PIP states that this will be completed on July '03. The new target date for completion will be February '04. Business process analysis will begin in early March '03. Implementation will begin in March 2004.</p> <p>2nd Quarter Report - A change in the completion date was approved. No report due this quarter.</p> <p>2nd Quarter Federal Response: What is the status/update of this action steps? We need to be able to know your progress in this area.</p> <p>3rd Quarter Report Georgia's</p>	

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	Juvenile Court to assure that the FP/BP Summary Reports meet the needs of families, judges and DFCS staff. For the phase two CPRS development, we will expand to include FP/BP data collection. Generally, plans are to include the ability to collect the recommendations from the FP/BP comprehensive assessment. It will also collect data about the services actually provided to the child. Because of a mandate on Public Health to assure that our Foster Children have all the services available, we will add a section to the CPRS to track the child's Health Check Schedule and assure that any required treatment or follow up is provided.				Reply: The Case Plan Reporting System (CPRS) has been trained on and implemented in all 159 Georgia counties. DFCS policy mandates its use. Functionality to capture data about First Placement Best Placement is being added to CPRS by 12/03. Reporting will assist in data collection about recommendations made during the comprehensive assessment and the state's ability to provide the recommended resources. This information will be available by county, region, and state.	
Oct. 2002 3rd Quarter: Request approval to change date to October	C8. Georgia will complete an annual review (of selected counties) of the First Placement/Best Placement Program to	October 2003 3rd Quarter: Request approval to change this date to September 2004 to accommodate the Qualitative Review	3rd Quarter: Delete the following names: Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearbv. Leslie Cofield.	Complete at least 50 case review beginning 1/2003. 3rd Quarter: Produced Qualitative Review Reports to	1st Quarter Report: This benchmark was partially achieved. Four Foster Care Consultants have been assigned to the 12 Field Areas to monitor foster care PIP indicators in	

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2003. The Qualitative Review is scheduled to begin in Oct.	include on-site case reviews of 50 randomly selected cases. This review will be similar to the federal on-site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review. These Consultants will assist county supervisors and other stakeholders in conducting the annual qualitative case review. DFCS will provide training to these consultants and other stakeholders on the procedures for conducting this annual review. DFCS will develop a contract with a provider to provide this training. 3rd Quarter: Georgia request ACF approval to change this action step to the following statement: Qualitative Case Reviews similar to the CFSR will be conducted on a representative sample of approximately 180 cases by the end of September 2004.	process.	Alice Marie Hutchison, Change to Evaluation & Reporting and Consultation & Support Sections	State and Federal partners in January 2004 and every quarter thereafter.	collaboration with other state staff and county staff. 2nd Quarter Report - A change in the completion date was approved. No report is due for this quarter. 2nd Quarter Federal Response: What is the status/update of this action steps? We need to be able to know your progress in this area. 3rd Quarter Report Georgia's Reply: The state is requesting a change to this Action Step. The Evaluation and Reporting Section is working on developing review instruments.	

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May 2003	C9. Georgia will complete a report of the annual review of selected counties 3rd Quarter: Requesting ACF approval to delete this Action Step. If the changes to the Action Step above is approved, then this step is redundant.	July 2003	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofieldy	Report to team, DFCS Division Director, DFCS Social Services Section Director, Foster Care Unit Manager, selected counties.	1st Quarter Report: The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy. 3rd Quarter Report:	
July 2003	C10. Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program (assessments and Wrap Around services) in reducing the number of placements for children in foster care.	Oct. 2003	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield	Report to team, DFCS Division Director, DFCS Social Services Section Director, Foster Care Unit Manager, selected counties.	1st Quarter Report: The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy. 3rd Quarter Report: At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement Best Placement model. However, the Foster Care Unit will move towards developing a survey for local counties to complete to assist in determining FP/BP efficiency in reducing the number of placements for children in foster care.	
July 2003	C11. If problem is predominantly institutional: The state review group, which includes stakeholders, will complete on-site case reviews of an additional	Dec. 2003	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield	Complete additional case reviews, if appropriate, by 7/2003.	1st Quarter Report: The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy. 3rd Quarter Report:	

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	50 randomly selected cases and provide technical assistance to selected counties of the First Placement/Best Placement Program. 3rd Quarter: Requesting ACF approval to delete this Action Step. The Qualitative Case Reviews will help determine if the problems are primarily institutional.					
Oct. 2003	C12. Examine policy and training effectiveness for DFCS staff and private providers.	Dec. 2003 3rd Quarter: Requesting ACF approval to extend completion date to September 2004 to accommodate the Quality Review process.	Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield	3rd Quarter: Within 60 days of completing on-site case reviews.	1st Quarter Report: The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy. 3rd Quarter Report: The work group continues to examine policy and training effectiveness. Many policy changes have been effected and First Placement Best Placement training is on-going as needed.	
Oct. 2003	C13. Recommend additional training and policy changes.	Dec. 2003 3rd Quarter: Requesting ACF approval to extend completion date to September 2004 to accommodate the Quality Review process.	Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield	3rd Quarter: Within 60 days of completing on-site case reviews.	1st Quarter Report: The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy. 3rd Quarter Report:	
Jan. 2004	C14. Test whether stability of children changes after training	May 2004	Linda Doster, Joe Wassell, Betty Wrights. Millicent	Complete additional case reviews.		

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	and policy changes with newly selected counties.		Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield			
Jan. 2003	C15. Georgia anticipates that the stability of children in foster care as measured by the data system will decrease to more closely agree with file reviews after the definitions of placements are clarified in policy. Georgia will compare the stability measured by the data system before and after the policy clarification to evaluate this hypothesis.	July 2003 3rd Quarter: Requesting a date change to November 2003 to collect needed data. In order to determine the accomplishment of this step, information collected from the on-site reviews from step 14 will be required.	Shirley Vassey	Complete a report to the team.	3rd Quarter Report: Partially achieved. Some measurements of placement moves, using data from two sources, has been calculated for the children who were in care at the end of the 1 st quarter of FFY 03 for the selected counties, Carroll, Fulton and Toombs. The number of placements of the children, as reported in each data source, were noted. The measurements of placement moves will be taken for the remaining three quarters in FFY03 from the two sources. Other data of the placement moves of children in these counties will be extracted from the on-site reviews of the First Placement/Best Placement Program. Comparisons will be made to validate the stability of children in foster care as measured by the data system used for AFCARS reporting.	
Jan. 2003	C16. Analyze a sample of cases to identify characteristics of children and families that might lead to disruptions.	July 2003 3rd Quarter: Requesting a change in date to November 2003. Action Step 15 will need to be completed before sample cases can be identified.	Shirley Vassey	Complete a report to the team.	2nd Quarter Report: The Work Group on Stability clarified this action step in order to capture variables that impact this outcome. 2nd Quarter Federal Response:	

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					<p>DOES CLARIFICATION OF THIS ACTION STEP INDICATE ACCOMPLISHMENTS? Will the State be on target to complete this by the July due date? 3rd Quarter Georgia's Reply: No report at this time. See request for change of completion date.</p>	
Jan. 2003	C17. Analyze a sample of cases to identify characteristics of placements that are associated with multiple disruptions.	July 2003 3rd Quarter: Requesting a change in date to November 2003. Action step 15 will need to be completed before sample cases can be identified.	Shirley Vassey	Complete a report to the team.	<p>2nd Quarter Report: The work Group on Stability clarified this action step in order to capture variables that impact this outcome.</p> <p>2nd Quarter Federal Response: DOES CLARIFICATION OF THIS ACTION STEP INDICATE ACCOMPLISHMENTS? Will the State be on target to complete this by the July due date? 3rd Quarter Report Georgia's reply: No report at this time. See request for change of completion date.</p>	
January 2003	C18. If the stability as measured by the data systems and file reviews has not improved significantly within 2 quarters, then the following additional actions will be taken: Recommend additional training and policy	April. 2003 Georgia is requesting an extension to September 2003. 2nd Quarter Federal Response: Provide reason(s) for requesting extension 3rd Quarter Georgia Reolv: Georgia	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield	Complete a report to the team.	2nd Quarter Report : Georgia is requesting an extension for this Action Step. Due to preparation for the Inspector General EPSDT Review; a 25% increase in the number of Interstate Compact case request and a complete review of 120 First Placement/Best Placement providers. the four Foster Care	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	changes. Identify additional factors that may contribute to the stability of children in foster care.	request to extend this date to November 2003 to coincided with the activities of action steps 15, 16, 17.			<p>Consultants have not had sufficient time to initiate the case reviews.</p> <p>2nd Quarter Federal Response: 2nd Quarter Federal Response: Indicate your up to date progress. 3rd Quarter Report Georgia's Reply: This action is contingent upon the previous three action steps.</p>	

Work Plan Detail D - Item 7, Permanency Goal for Child

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	D1. Continue annual request to state legislature for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	DHR Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement - 171; 2002 -- 100; 2003 - 100	<p>1st Quarter Report: The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.</p> <p>2nd Quarter Report: No report due this quarter.</p> <p>3rd Quarter Report: Achieved. DFCS received 171 positions in 2000, 100 in 2001, 100 in 2002 100 in 2003 and 125 positions in SFY '04.</p>	<p>1st and 2nd Quarter Reports: Economic down turn in Georgia may prohibit the authorization of staff as recommended.</p> <p>2nd Quarter Federal Response: Will these activities just not be accomplished if the funding is not secured? What is the State's contingency plan (if any)? Georgia's Reply 3rd Quarter: The annual request to the state legislature for additional staff will continue.</p>
Jan. 2002	D2. Maintain accurate documentation	May 2003 2nd Quarter Request: Georgia is	County Supervisors, County Directors	Have developed staff performance standards with	1st and 2nd Quarter Reports: Supervisory tools are under development and the information system is being enhanced to account for the	1st and 2nd Quarter Report: The statewide database

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	of every placement of a child in foster care	requesting to change the completion date to July 2003 2nd Quarter Federal Response: Provide reason(s) for requesting extension. 3rd Quarter Georgia Reply 3rd Quarter: The online supervisory review application experienced technical hardware difficulties. The Qualitative Review process is scheduled to begin in October 2003. The first report to the state and federal partners is scheduled for January 2004. Therefore, we are requesting approval to change this date to September 2004.	Field Directors	DFCS county staff, Field Directors, and social service staff to assure that case files are accurately documented to reflect every placement of a child in foster care. Evaluation: Spot checks of files will be performed by the E & R group to make sure this documentation is occurring. Evaluation: All needed information about placements will be available for next Federal Review.	placement of every child in custody. 3rd Quarter Report: Based on the increased data needs to support IDS Online with the proposed enhancement projects, there was a need to re-distribute our data to new servers to accommodate our growing data needs. The server that will support the site was not available in July 2003 and it is our plan to have the site available and operational by September 2003. The Qualitative Reviews are scheduled to begin in October 2003. The first report to state and federal partners is due January 2004 and every quarter thereafter.	has been completed for the placements of all children in custody. Phase 2 will be complete in the spring of '03 and will account for each child in care. Developing the statewide database was labor intensive and required additional support and checking for accuracy. 3rd Quarter: The above statements are not barriers and were inappropriately stated under this column.
May 2002	D4. Require that permanency goals be documented as part of the on-line Case Plan	May 2003 INDICATE THE DATE YOU PLAN TO ACCOMPLISH THIS GOAL.	Kelli Stone, Field Directors, County Directors, Supervisors, Consultation & Support Unit, Mentor Unit	Every child coming into care will have a case plan in the CPRS.	Partially achieved. There is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of the 159 counties have been trained to use the new system. After the implementation plan is complete at the end of January 2003, the quarterly reports about permanency goals will begin	1st Quarter Report: The training of all 159 counties (1,200 caseworkers) and juvenile court judges and staff (approximately 100

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Reporting System, CPRS Evaluation: A report will be developed quarterly from the CPRS about documented permanency goals from around the state.				<p>2nd Quarter Report - No report is due for this quarter.</p> <p>2nd Quarter Federal Response: Due date was May 2003, why is this only partially achieved?</p> <p>3rd Quarter Report Georgia's Reply: ACHIEVED. CPRS requires the documentation of the Permanency Goal in all case plans. Implementation and training is complete in all 159 counties. Documentation of training by county and by date is also supplied.</p> <p>The attached screen print (Permanency 1 Item 7) is taken from the Case Plan Reporting System (CPRS) Case Tracking and Legal Screen. CPRS is required, supported by policy, and implemented in all 159 GA counties. In all cases, the user must document the type of Permanency Plan selected for the child. The system requires any user who selects a type other than adoption, living with fit and willing relatives, guardianship, or reunification to document a compelling reason why this type is in the child's best interest.</p> <p>CPRS is on the Internet at www.gacaseplan.org. A demo that does not require an ID or password is available.</p>	<p>judges) has taken longer than planned but will be complete January 2003.</p> <p>2nd Quarter Federal Response: Is the training completed?</p> <p>3rd Quarter Georgia Reply: Yes.</p>
Mar. 2002	D6. Conduct annual training for judges, case managers, SAAGs, GALs, parent	November of every year: Two cross cultural trainings will be completed by Nov. 2004	Michelle Barclay, Geraldine Jackson White	Permanency hearings will take place in juvenile court for every child in state care no later than 12 months after a child has entered	<p>1st and 2nd Quarterly Report: Partially Achieved. The 3rd Annual Child Placement Conference Cross-Training Conference took place November 2002. Judges, case managers, Saags, GALs, parent attorneys, CASAs, and Citizen Panel volunteers attended. Workshops were taught on the requirement that permanency</p>	<p>2nd Quarter Federal Response: Identify the reason/s for partial achievement.</p> <p>3rd Quarter Georgia Reply: See 3rd Quarter Report.</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	attorneys, CASAs, and Citizen Panel volunteers on the Permanency Hearing requirements.			foster care and periodically no later than 12 months thereafter if the child remains in care. Evaluation: Georgia's Court Improvement Project (CIP) will evaluate a sample of court case files annually to see if permanency hearings are occurring for every child.	<p>hearings occur on every case. The 4th Annual Child Placement Conference is being planned for Atlanta at this time for November 12-14, 2003. During the summer of 2002, the Court Improvement Project (CIP) reviewed random court case file reviews of 9 counties across Georgia. The judges and staff of those courts were either interviewed or surveyed regarding caseload and resource allocation. In addition, 70 court-hearing observations were performed. This work was collected in a database and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. From the initial report and the sample of data it does not appear that permanency hearings are occurring in every case. Further interviews reveal that while permanency issues are being addressed in court hearings, but are not being properly documented. A report has been written from this data and has been distributed to DHR and is posted on the CIP website: http://www.state.ga.ga.us/courts/supreme/cppp/</p> <p>A second CIP study is being planned for the summer of 2003 and the National Council of Juvenile and Family Court judges has again agreed to do the data analysis.</p> <p>3rd Quarter Report: <u>Achieved</u>. The first GA CIP study was done in preparation of the CP Conference. Many courts were found NOT to be doing permanency hearings timely or the courts were NOT doing proper documentation of permanency hearings (i.e. addressing permanency issues, but not labeling such hearing as a permanency hearing). Recent judicial training emphasized that permanency hearings must be done and documented. A follow up study being conducted this summer and will look for improvement. The 4th Child Placement</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Conference is scheduled for November 2003.	
Jan. 2002	D7. Examine the present review system for children in care to determine the optimum frequency of reviews needed for expediting permanency.	Nov. 2002	Linda Doster, TA: Michelle Barclay	A decision will be made whether to change if necessary to ensure a review occurs every 3 months. Evaluation: Georgia's CIP will evaluate a sample of court case files annually to see if more frequent hearings lead to faster permanency.	1 st and 2 nd Quarter Reports: Achieved. During the summer of 2002, court case file reviews were done of nine counties across Georgia. The judges and staff of those courts were either interviewed or surveyed regarding caseload and resource allocation. In addition, 70 court-hearing observations were done. The data from this work was collected in a database and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. From the initial report and the sample of data, reviews are occurring more often than every six months. From the snapshot of information collected, having more frequent reviews did not appear to effect time to permanency. More data will need to be collected in order to draw firm conclusions. 3 rd Quarter Report: Achieved.	
May 2002	D9. Post the foster parent manual on the Internet to reduce the costs of printing as well as to ensure it is accessible to all who need it.	Sept. 2003	Resource Development Unit, Brad Pasto	The manual posted on the Internet. Evaluation: Log files will be examined to see if the manual is getting used.	1 st Quarter Report: The DFCS Information Technology representative will complete posting on the Internet. 2 nd Quarter Report: A change in completion date was approved. No report is due for this quarter. 2 nd Quarter Federal Response: What is the status of the progress made so far? 3 rd Quarter Report Georgia's Reply: Work is still in progress.	
Nov. 2001	D10. Expand options with the private sector such that the Fulton	June 2003	Juanita Blount-Clark, Office of Regulatory Services	County DFACS will no longer own the Dekalb and Fulton Emergency facilities. Evaluation: Fulton	1 st Quarter Report: Partially achieved. The Fulton County Shelter was closed 12/02. Plans are on track for the Dekalb Shelter to cease operations in the spring '03. Responsibility for emergency services had been released for bid	

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	and Dekalb Emergency facilities will no longer be operated by these DFACS agencies and that they comply with the Office of Regulatory Services standards, reviews and findings.			and Dekalb Emergency Placement shelters will be privatized.	and a vendor selected. 2nd Quarter Report - A change in completion date was approved. No report is due for this quarter. 2nd Quarter Federal Response: What is the status of the progress made so far? 3rd Quarter Report/ Georgia Reply: <u>Achieved.</u> Both shelters were closed by 2/28/03.. New facilities are privately operated and meet Office of Regulatory Services standards. Both counties are operating intake centers with maximum 28 hour stay for placement.	
Nov. 2001	D11. Recruit and maintain more minority foster and adoptive resources giving special attention to placements for minority children.	Sept. 2004	Resource Development Unit Foster Care Unit	A campaign will be launched to focus on recruiting minority foster and adoptive parents for minority children. Increase the numbers of minority parents by 15% in 2002; by 25% in 2003; and by 25% in 2004. Evaluation: The results of the campaign will be measured to see if it results in an increase of minority placement recruitment and which tactics were most effective.	1st Quarter Report: Partially achieved. Materials have been completed and mailed to county DFCS offices for support of the recruitment campaign beginning February 2003. 2nd Quarter Report: A change in completion date was approved. No report is due for this quarter. 3rd Quarter Report: In collaboration with DFCS county offices, One Church One Child of Georgia and private child-placing agencies, the state has launched recruitment initiatives that target minority families. These include roundtable meetings with local clergy and presentations to ministerial alliances, public service announcements for minority recruitment, adoption fairs at various churches, gospel fests, recruitment activities with neighborhood advocacy groups, support of foster parent support groups and shopping mall exhibits, among other activities.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Closure of foster homes, which offsets the number of new homes developed, continues to be an issue. We are addressing this concern by stepping up retention efforts (implementation of foster parent poster campaign, development of a respite program, revising policy that supports parenting while concurrently protecting children, developing a support desk reference for staff, etc.).</p> <p>DOCUMENTATION: Service Delivery/Payment Schedule Oct. 1 -- Nov., 9, 2002; Round Table Discussion Foster Care and Adoption Crisis; and FFY 2003 Service Delivery/payment Schedule.</p>	

Work Plan Detail E -- Item 9, Adoption

Goal: Reduce lengthy time period to file TPR (Termination of Parental Rights)

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Aug. 2002	E1. Improve accountability for ensuring existing policies and procedures related to filing of TPR are adhered to: A. Develop standards of measurement for county compliance in filing for TPR.	June 2003	Field Directors, Professional and Administrative Development Section, Evaluation & Reporting Section, Vivian Egan	Revision and utilization of review instruments to include newly developed standards.	1st Quarter Report: Two meetings scheduled during the next quarter to develop standards and incorporate them into performance management plans. 2nd Quarter Report - Partially Achieved. No report is due for this quarter. One meeting was held to develop standards and incorporate them into performance management plans. Another meeting will be held during next quarter to continue development of standards. 2nd Quarter Federal Response: What is the status? 3rd Quarter Report: Achieved The E&R Social Services Review Guide has been revised (4/03) to include a review of cases in which child has been in care 15 of the most recent 22 months to determine if the agency has filed or joined a petition to terminate parental rights, or documented compelling reasons why this is not in the best interest of the child. DOCUMENTATION: E&R Social Services Review Guide	
July 2003	E2. Improve accountability for ensuring existing	June 2004	Field Directors, Professional and Administrative	30% of counties will be in compliance with developed standards.		1st 2nd 3rd Quarter Reports: Standards have not been

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>policies and procedures related to filing of TPR are adhered to:</p> <p>B. Incorporate developed standards into County Directors' Performance Management Plan.</p>		Development Section, Evaluation & Reporting Section, Vivian Egan			developed
July 2002	<p>E3. Develop measures to determine that TPR is filed according to ASFA and policy:</p> <p>Expand utilization of Case Plan Reporting System (CPRS) to assist the counties in identifying cases appropriate for TPR and non-reunification.</p>	June 2004	Michelle Barclay, Kelli Stone, Evaluation & Reporting Section	The CPRS will be used in all 159 counties.	<p>1st Quarter Report: As of 12/13/02, there is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of 159 counties have been trained to use the new system. After the implementation plan is complete, utilization assessment will begin. The DFCS Director's office issued a mandate to county offices that CPRS is the mandated method of completing case plans for all children entering care. The Foster Care Unit intends to revise policy to include CPRS in the first quarter 2003</p> <p>Work committee to review current data systems to determine if this data is available in either CPRS or AFCARS and if not, to establish data elements needed for exception report. A meeting will be scheduled within the next quarter after work group is established.</p> <p>2nd Quarter Response: Partially</p>	<p>Current data is not available. Contract needs to be put in place to develop this new feature in the CPPRS for DHR.</p> <p>2nd Quarter Federal Response:</p> <p>Will this impact completion date?</p> <p>Georgia's Reply: No.</p> <p>Goal Achieved.</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Achieved Response as of 4/16/2003: All 159 counties have been trained. All the judges have been trained. For the month of March 2003, there were 2154 successful logins to the system. As of this date there are 11, 884 case plans in various states of revision in the system. The DFCS Director's office issued a mandate to county offices that CPRS is the mandated method of completing case plans for all children entering care. The Foster Care Unit revised policy to include CPRS.</p> <p>3rd Quarter: Achieved. The Case Plan Reporting System (CPRS) was enhanced to include specific elements of adoption policy. The new functionality was piloted in DeKalb County and then implemented and trained statewide. Training concluded 1/31/2003. CPRS is located on the Internet at www.gacaseplan.org . A demo that does not require an ID or password is available on the website. Policy manual has been revised to include CPRS. SSMT 03-03 is currently approved and in print.</p> <p>DOCUMENTATION: Attached SSMT 03-03.</p>	
Dec. 2002	E4. Develop measures to determine that TPR	June 2004	Michelle Barclay, Kelli Stone, Evaluation & Reporting Section	Timely filing of TPR	<p>1st Quarter Report: Same as above. Work committee to review current data svstems to determine if this data is</p>	Current data is not available. Contract needs to be put in

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>is filed according to ASFA and policy (this action step was previously attached to the above strategy in the 1st quarter report):</p> <p>Develop capacity within CPRS or another reporting system to produce an exception report when TPR and non-reunification are not filed timely.</p>				<p>available in either CPRS or AFCARS and if not, to establish data elements needed for exception report. A meeting will be scheduled within the next quarter after work group is established.</p> <p>2nd Quarter Report: Partially Achieved. No report is due for this quarter. A work committee reviewed the CPRS and proposed a way to capture this information in the CPRS as a data element and as a report.</p> <p>3rd Quarter Report: No report. See 2nd Quarter Response</p>	place to develop this new feature in the CPRS for DHR.
Jan. 2002	<p>E5. Develop strategies in partnership with the law department that will urge the SAAGS to file TPR within 30 days of receipt of complete legal services referral and prepare court orders within 15 days of termination hearing:</p> <p>Develop a referral packet for counties to use to properly put together a legal referral.</p>	July 2004	Vivian Egan, Linda Doster, DFCS Social Services Section	<p>Decrease in length of time to file TPR.</p> <p>Development of legal services referrals and protocol packets, which will be incorporated into policy and distributed to county departments and SAAGS.</p>	<p>3rd Quarter Report: <u>Goal achieved.</u> Policy has been reviewed and finalized. Print/Distribution process began April 2003. Meeting are scheduled into the next quarter with the Attorney General's DHR, courts, Office of Child Advocate and the Governor's legal counsel.</p> <p>2nd Quarter Federal Response: What can we have to show it has been accomplished?</p> <p>DOCUMENTATION:</p> <p>Attached SSMT 03-01 dated 4-21-03 that included protocol packets.</p>	

Goal: Reduce lengthy time periods to finalize adoptions.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
July 2002	E9. Determine statutory changes needed that will impact length of time to achieve adoption: Recommend change to Chapter 19-8 of the O.C.G.A. to allow state and agency adoptions to be heard 15 -- 30 days from filing of petition (rather than the current minimum of 60 days).	July 2004	DFCS Social Services, Vivian Egan, LaMarva Ivory, Office of Adoptions, Legislation Team, and, Jim Martin	Introduction of statutory change. Passage of statutory change	<p>1st Quarter Report: Same as below.</p> <p>2nd Quarter Report: Partially Achieved. No report is due for this quarter. Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in August 2002. The recommendation was approved by the Governor's Office and has been drafted and included as a part of other proposed legislation to change the Adoptions Code. Proposed changes have been presented to the General Assembly and are awaiting a final vote.</p> <p>3rd Quarter Report: <u>Achieved</u> Senate Bill 192 was introduced and passed to allow 'uncontested adoption petitions should be heard as soon as possible but not later than 120 days...' O.C.G.A. 19-8-14 (a)</p> <p>2nd Quarter Federal Response: How will this impact meeting due date of 7/04. Georgia's Reply: Goal Achieved</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					DOCUMENTATION: Attached summary of SB192 from Georgia General Assembly Web Site	
June 2002	E10. Determine statutory changes needed that will impact length of time to achieve adoption (this action strategy was previously attached to the above strategy): Recommend change to section 15-11-103(d) of the O.C.G.A. to require post termination reviews every six months rather than annually.	May 2002 (completed) Previously reported completed May 2002. This completion was reported in error. Requesting approval to re-negotiate completion date to June 2004. Provide reason(s) for requesting extension. Georgia's Reply: See 3rd Quarter Report for explanation.	DFCS Social Services, Vivian Egan, LaMarva Ivory, Office of Adoptions, Legislation Team, and, Jim Martin	Introduction of statutory change. Passage of statutory change	<p>1st Quarter Report: Same as 2nd Quarter Report and below.</p> <p>2nd Quarter Report: Partially Achieved. No report is due for this quarter. Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in August 2002. The recommendations were forwarded to the Governor's Office for consideration. As of April 2003, this proposed change has not been included in any legislation presented to the General Assembly. A sponsor has not been secured. Current plans are to reconvene group to discuss need for statutory change and discuss alternatives to achieve goals.</p> <p>3rd Quarter Report: 2003 Legislative session ended without introduction of this proposed change. An extension was requested so action step could be reviewed by workgroup to determine its appropriateness. Additionally, Georgia's General Assembly will not reconvene until January 2004.</p>	<p>Changes to Code require Legislative approval; Changes in State government Leadership have caused delay in new legislation being introduced; Securing a legislator to sponsor proposed changes; Legislative session will end without proposed legislation being introduced; Varying opinions and concerns over need for this statutory change</p> <p>2nd Quarter Federal Response: Will these activities just not be accomplished, if legislative approval is not granted? Georgia's Reply 3rd Quarter: Statutory changes cannot occur without legislative approval.</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2002	E11. Include post termination requirements in CPRS review: Develop prototype of CPRS that includes specific elements of adoption policy.	Dec. 2002	Michelle Barclay, Kelli Stone, Office of Adoptions	Development of prototype and implementation of pilot project.	<p>1st Quarter Report: <u>Partially achieved</u>. Prototype developed and being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.</p> <p>2nd Quarter Report: <u>Goal Achieved</u>. A prototype was developed and is being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.</p> <p>2nd Quarter Federal Response: <u>What can the State give us to show completion?</u> See documentation below</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>3rd Quarter: Goal Achieved. A prototype was developed and is being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.</p> <p>DOCUMENTATION: 3rd Quarter: Attached screen print of prototype.</p>	
Mar. 2002	E12. Include post termination requirements in CPRS review: Pilot in Dekalb County.	July 2002	Michelle Barclay, Kelli Stone, Office of Adoptions	Measure of success of utilization in pilot area for improved outcomes. Measure the effectiveness of the new information provided by CPRS for judicial decision making by qualitative interviews with judges.	<p>1st Quarter Report: The prototype, including adoption policy, was piloted in Dekalb County. It is now being implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group will occur in January 2003.</p> <p>2nd Quarter Report: Goal Achieved. The prototype, including adoption policy, was piloted in Dekalb</p>	

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					<p>County. It is now implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group occurred in January 2003.</p> <p>2nd Quarter Federal Response: What can the State give us to show completion? Georgia Reply 3rd Quarter: See DOCUMENTATION</p> <p>3rd Quarter Report: <u>Achieved.</u> The prototype, including adoption policy, was piloted in DeKalb County. It is now implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group occurred in January 2003.</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					DOCUMENTATION: Attached screen print of prototype	
July 2002	E13. Include post termination requirements in CPRS review: Reviews should be completed by agency staff and provided to judges at time of post termination reviews.	June 2004	Michelle Barclay, Kelli Stone, Office of Adoptions	Measure the effectiveness of the new information provided by CPRS for judicial decision making by qualitative interviews with judges.	<p>1st Quarter Report: <u>Partially Achieved.</u> Qualitative interviewing of usage and functionality of the judges began in 2nd Quarter Report: February 2003. Usage of the system has increased monthly. Feedback has come forth and has produced one report of requests for changes to better serve their business process. A second focus group feedback session for the CPRS is scheduled for Friday, April 18, 2003 and a 2nd report will be produced from that session.</p> <p>3rd Quarter Update Surveys from the judges indicate they are not yet using the aftercare information as a part of their case management business process. CPRS is in the early adoption phase by the courts and therefore the primary use and training of the system is on active case plans for non-terminated cases. More focused training and use of the aftercare plan feature is needed in order to assess its effectiveness. That initiative will be forthcoming in 2004. It is anticipated that more work will need to be done in CPRS to accommodate the business process of the courts regarding aftercare plans. For example, the ability to print aftercare plans in a</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					formal report will likely be required.	
Sept. 2002	E14. Examine foster care and adoption policy requirements for impact on length of time to achieve adoption: Evaluate policy requirements regarding reducing length of supervision for uncomplicated state adoption placements.	June 2004	Office of Adoptions	Complete and distribute manual transmittals reflecting needed policy changes.	<p>1st Quarter Report: An adoption policy review team has been established. Consideration of this item is slated for discussion in the 1/09/03 meeting.</p> <p>2nd Quarter Report: <u>Goal Achieved.</u> The policy changes were completed and the revised policy manual was distributed to the field on March 27, 2003.</p> <p>2nd Quarter Federal Response: What can the State give us to show completion? Did you evaluate policy requirements regarding reducing length of supervision for uncomplicated State adoption placements? Georgia's Reply 3rd Quarter: Yes, we did evaluate the policy regarding supervision and considered strategies to reduce length of supervision period for uncomplicated placements, especially of younger children. See Documentation.</p> <p>3rd Quarter Report: <u>Achieved.</u> The policy changes were completed and the revised policy manual was distributed to the field on March 27, 2003.</p> <p>DOCUMENTATION: Attached Office of Adoptions Policy Manual</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Transmittal No. 03-01 distributed to County DFCS on 3/27/03	
Jan. 2002	E15. Examine foster care and adoption policy requirements for impact on length of time to achieve adoption: Change Office of Adoptions requirements regarding approval for contracting child life histories to allow request at time of legal service referral.	June 2004	Office of Adoptions	Reduction in time from TPR to registration of Life History and in time from placement to finalization.	<p>1st Quarter Report: An adoption policy review team has been established. Consideration of this item is slated for discussion in the 1/09/03 meeting.</p> <p>Achieved. In July 2002, Office of Adoptions amended policy and issued a memorandum to county DFCS offices informing that funds to contract child life histories could be requested at the time the request is made to the county's SAAG to prepare a petition for termination of parental rights. The changes were also incorporated into the new Adoptions policy manual that will be distributed to DFCS staff.</p> <p>3rd Quarter Report: <u>Achieved.</u> In July 2002, Office of Adoptions amended policy and issued a memorandum to county DFCS offices informing that funds to contract child life histories could be requested at the time the request is made to the county's SAAG to prepare a petition for termination of parental rights. The changes were also incorporated into the new Adoptions policy manual that was</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>distributed to DFCS staff. The Office of Adoptions through the Regional Adoption Coordinators provided training on the policy requirements (Manual Transmittal 03-01 of 3/27/03) to adoption staff throughout the state during May and June 2003 and will continue to provide policy training as needed. The Adoption policy has been integrated into practice curriculums, Adoption Support and Preservation Curriculum and Child Assessment and Preparation Curriculum. ASAP/Policy is a five-day curriculum and CAP/Policy is a four-day curriculum. Three sessions of each was provided to staff during the quarter March-June 2003. This curriculum will continue to be available to new staff providing adoption placement/resource development through a contract with a private contract provider and will be available at intervals during the year.</p> <p>DOCUMENTATION: Attached Office of Adoptions Policy Manual 03-01 distributed to County DFCS on 3/27/03.</p>	

Goal: DFCS to expedite movement of children from foster care to adoption finalization

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
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START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Feb. 2002	E17. Develop a court order tracking system to verify full reporting of free children by county offices (until implementation of SACWIS): Notice to counties, Field Directors and Social Services Director on quarterly basis when child is unreported. Counties will be required to comply with policy regarding unreported children.	June 2003	Office of Adoptions, Juvenile Court	Existence of an operational system.	2nd Quarter Federal Response: Any projected date that the system would be in place? Georgia's Reply: System in place as of 6-30-03. 3rd Quarter Report: Goal Achieved. The development of an operational system complete and the first report completed 6-30-03. DOCUMENTATION: Refer to screen print and the text of three notification letters to the county DFCS offices.	
Sept. 2002	E18. Develop a court order tracking system to verify full reporting of free children by county offices (until implementation of SACWIS): Referrals will be made to Consultation & Support (C&S) and Regional Adoption Coordinators (RACs) for follow up.	June 2004	Office of Adoptions	Early identification of children whose parental rights have been terminated.	2nd Quarter Report: Partially Achieved. Initial development completed. Currently developing reports to verify data, test tracking and test data extractions. 2nd Quarter Federal Response: Any projected date that the system would be in place? 2nd Quarter Federal Response: Will this be achieved by 6/04? Georgia's Reply 3rd Quarter: Yes Georgia's Reply 3rd Quarter: 06-30-03 for the tracking and by June 2004 for the referral system to Consultation and Support and the Regional Adoption Coordinators.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					3rd Quarter Report: The development of an operational system has been completed and the first report was run 06-30-03. The next phase will be the development of a referral system to Consultation & Support and Regional Adoption Coordinators (RACs) for follow up to facilitate timely registration of children.	
July 2002	E19. Office of Adoptions will provide DFCS and Social Services Directors, Field Directors and County Directors with quarterly reports of overdue life histories: Standards of accountability for compliance with policy regarding Life History registration will be developed.	June 2004	Field Directors; Juanita Blount-Clark; Foster Care Unit	Revision and utilization of review instruments to include newly developed standards.	2nd Quarter Report: Partially Achieved. A meeting held to establish a tentative standard (80%) of compliance. Additional meetings need to be held to determine actions to incorporate the developed standards into performance management plans. 3rd Quarter Report: <u>Achieved.</u> The E & R Social Services Review Guide was updated 4/03 and now includes a component to review timely completion and registration of child life history. Refer to Review Guide Document.	
July 2002	E20. Office of Adoptions will provide DFCS and Social Services Director, Field Directors and County Directors with quarterly reports of overdue life histories: Standards of accountability will be included as an element in staff Performance Management Plan	Sept. 2003	Field Directors; Juanita Blount-Clark; Foster Care Unit	Revision and utilization of review instruments to include newly developed standards.	2nd Quarter Federal Response: Any accomplishment in this action step? Georgia's Reply: Yes 3rd Quarter Report: Standards have been included in the revised (5/27/03) version of the County Director's Performance Management Form (PMF) which states the performance expectation is: 'After TPR, child's completed life history will be registered in the Office of Adoptions within six months. (State Standard 100%)'.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	(PMP).				DOCUMENTATION: County Director PMF	
Feb. 2002	E21. Office of Adoptions will provide DFCS and Social Services Director, Field Directors and County Directors with quarterly reports of overdue life histories: Overdue life history reports will be shared with Office of Adoptions and DFCS Directors and Commissioner on a quarterly basis.	Feb 2002 (completed)	Field Directors, Juanita Blount-Clark, Foster Care Unit	Revision and utilization of review instruments to include newly developed standards.	3rd Quarter Report: <u>Achieved.</u> Overdue Life History Reports were distributed to DFCS Social Services Director, Field Directors & County Directors in January, June & November 2002 and February, May 2003. In January, the report included a total of 394 overdue life histories. The latest report dated 5-16-03 indicates the number fell to 244 or decrease of 38%. DOCUMENTATION: Refer to attached memos to the County Directors dated 6-11-02, 11-25-02, 2-18-03, and 5-16-03.	

Goal: Determine if court delays are impacting length of time to achieve adoption.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
March 2002	E23. Enhance existing Adoptions A-file system to evaluate and identify whether delays are occurring between filing for adoption and finalization.	June 2003 Requesting approval to change this completion date to October 2003 If extension is granted, is it sure to be done by October? Georgia's Reply: We are on target for completion in Oct. 2003.	Office of Adoptions, IT Section, Contractor (would require funding)	Addition of needed data elements. Evaluate data to determine significance of court delays in finalization.	2nd Quarter Report: Partially Achieved. Project on track for October completion. 3rd Quarter Report/Status: The Adoptions Documentation and Analysis project is 64% complete. The project was projected to be finished on September 26, 2003. However, the project has fallen behind due to the gathering of business rules taking longer than expected, key personnel working on AFCS reporting, and key	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					working on AFCARS reporting, and key personnel working on management reports. The business rules were due to be complete on 12/19/2002, but due to the unavailability of staff (vacations, meetings, etc.), this task was not complete until February. Also, some processes had to be re-evaluated two or three times. We also fell behind during the documentation of the base reports. The AFCARS reporting and management reports were of a higher priority and needed to be completed. During these delays, we performed other tasks that were not dependent on the staff of the Office of Adoptions. The business rule task gave us the biggest hit in which we have not yet recovered. We are making every effort to finish this project on target. There were some tasks that did not take as long to complete as estimated. Some time was recovered during those tasks. We hope to gain more ground while completing future tasks. We also hope to minimize any further delays.	
May 2002	E24. Convene group of stakeholders, including judges, caseworkers, supervisors, SAAGS, CASAS, GALs, and panel volunteers to develop strategies to resolve problems and support	October 2002 Sept. 2002	Michelle Barclay, Vivian Egan	A Report identifying problems will be completed.	2nd Quarter Report: Goal Achieved. A meeting of model court stakeholders, including judges, caseworkers, supervisors, SAAGs, CASAs, GAL and panel volunteers from all over the state took place on December 2, 2002 in Dublin County, Georgia. From that work, a report entitled: <i>Best Practices on Adoption Issues</i> was completed and will be distributed for publication on May 4, 2003 at the Juvenile Court	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	achievements identified.				<p>Judge's Spring Conference. This report identifies current problems and proposes best practices for overcoming those problems and achieving permanency for children.</p> <p>The report will be posted on the CIP website www.georgiacourts.org (select Supreme Court/Child Placement project) after the conference.</p> <p>2nd Quarter Federal Response: What can the State give us to show completion?</p> <p>3rd Quarter Report/Georgia's Response: Achieved. Refer to attached report, 'Best Practices in Termination and Adoption Cases'.</p>	
May 2002	E25. Monitor new pilot project taking place in Fulton County where Superior Court Judges have delegated adoption jurisdiction to Juvenile Court Judges for adoption cases where the deprivation petition originated in the juvenile court.	December 2002	Michelle Barclay	A qualitative report will assess the impact of the pilot to determine if the delegation is beneficial for adoptions and any other impact on the child welfare system. Recommendation for statewide implementation will follow if appropriate.	<p>3rd Quarter Report: Goal Achieved.</p> <p>The pilot project in Fulton has been monitored. Only 30 adoptions have been done this past year. Since so few adoptions have been done, delegation of jurisdiction appears to have made very little change in the time from TPR to adoption. This monitoring will continue and we hope to examine this jurisdiction delegation in another county this year.</p>	

Goal: Inform foster parents of service options available to them if they adopt.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Feb.	E27. At time of sianina of	June 2003	Gail Greer	Information packets	1st, 2nd, and 3rd Quarter Reports: Achieved.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
2002	the Form 33/37 Placement Agreement, provide a packet of information from the Georgia Center for Adoption Resources and Support that will assist families in identifying post adopt services, support groups, community resources and events relating to adoption. Packets will include copies of the Adoption Assistance Handbook.			provided.	<p>Each region in the state has been provided with the number of packages they requested to satisfy accomplishing this step. They signed for the packets and the signed copies were given to the Regional Advisors for the Center for Adoption Resources and Support. A letter was sent to each county in August 2002 regarding distribution to all prospective foster and adoptive parents at: MAPP; the signing of the form 150; or at the time of the signing of the adoptive placement agreement. Verification that the family received this information is required. Each packet is to be signed by the recipient and the form sent to the Office of Adoptions.</p> <p>DOCUMENTATION:</p> <p>Refer to Office of Adoptions Policy Manual Transmittal No. 03-01 distributed to the county DFCS on 3-27-03.</p>	

Work Plan Detail F -- Item 10, Permanency Goal of Other Planned Permanent Living Arrangement

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2001	<p>F2. Revise new worker and supervisor training as well as on-going training content to include a higher documentation standard for this permanency goal.</p> <p>Evaluation: Case files showing choices of emancipation or long term foster care will show thorough documentation of compelling reasons.</p>	<p>Sept. 2003 3rd Quarter: Because of delays imposed through the contracting and RFP process we request ACF Approval to change date to July 2004</p>	<p>Geraldine Jackson-White, County Supervisors, TA: Ed Fuller</p>	<p>Revised new worker and supervisor training as well as on-going training content to include a higher documentation standard for the permanency option long-term foster care.</p>	<p>1st Quarter Report: Child Welfare curriculum is being reviewed by state and county staff. The documentation chapter was placed on line and includes a detailed accounting of what is expected in documenting all social services cases.</p> <p>2nd Quarter Report: No report is due this quarter.</p> <p>2nd Quarter Federal Response: Are you on track to have this done by September?</p> <p>3rd Quarter Report/Georgia's Reply: A draft of the competencies were reviewed and received input from the Advisory Committee in November 2002. The DFCS Professional Development Section in consultation with an external consultation group combined the feedback from the Advisory Committee and providing their input developed the Georgia specific competencies based upon the CWLA competencies. The final listing of Georgia specific competencies for new worker curriculum was completed in the spring quarter 2003. The Professional Development Section currently has the Curriculum Plan for Competency Based Core Curriculum for Child</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Welfare Case Managers. This Plan represents the content and the process for the final curriculum. DOCUMENTATION: Competency-Based Core Curriculum for Child Welfare Case Managers Core 1, 2, 3, Trainer's Manual	
Sept. 2002	<p>F3. Review all guardianship laws in Georgia to determine if any changes are needed to allow for greater compliance with the permanency goals established by ASFA. (Guardianship as defined by ASFA includes all legal arrangements that are permanent and self-sustaining, thus the relationship outlives the jurisdiction of a court).</p> <p>Evaluation: DHR will propose changes in guardianship laws as necessary.</p>	Mar. 2004	Vivian Egan, TA: Karen Worthington	A report on the current state of guardianship laws will be prepared.	<p>1st Quarter Report: Ongoing research and dialogue is occurring to identify what is being done in other states and what practice issues are being used or prohibiting courts in Georgia from utilizing this permanency plan option.</p> <p>2nd Quarter Report:-No report is due this quarter.</p> <p>2nd Quarter Federal Response: What is the status? 3rd Quarter Report/Georgia's Reply: Senate Bill 236 was passed during the past legislative session. This bill allows for the placement of children, post termination of parental rights, in the home of a guardian that is appointed by the court. Further dialogue with DFCS SAAG's required during the next training to assure that the use of this provision in the law is use, if applicable, and allows for children to achieve permanency. DOCUMENTATION: Senate Bill 236, Section 5 and DFCS Social Services policy Foster Care: Legal 1013.9</p>	

Work Plan Detail G -- Item 12, Placement with Siblings

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	G1. Goal #1 Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislators	Support and advocate for: 2000 supplement -- 171 positions; 2000 -- 100 positions; 2002 -- 100 positions 2003	<p>1st Quarter Report: The DHR Commissioner and the Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislature session, which began 1/15/03.</p> <p>2nd Quarter Report: It is expected that the legislative approval will be sought for 100 new positions.</p> <p>3rd Quarter Report: ACHIEVED. DFCS received 100 positions in both years and received 125 positions in SFY '04. The request to the state legislature for additional staff will continue regardless of whether or not the legislature authorizes to fund the request.</p>	<p>1st Quarter Report: The impending change in the state's administration as well as fiscal constraints may offer challenges for getting this request approved.</p> <p>2nd Quarter Report: The recent change in the state's fiscal resources may offer challenges for getting this request approved, however, the Governor recommended the addition of 125 casework positions.</p>
June 2002	G2. Goal #2 Step 1: Supervisory Review Form will be adapted to include efforts to place siblings together.	June 2004	Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren	Revisions to Form and standards adapted	<p>1st Quarter Report: Goal 2, Steps 1 - 4: A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to place siblings together, if possible or feasible. They expect to revise the Supervisory Review Form to document efforts to place siblings together.</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>2nd Quarter Report - No report for this quarter.</p> <p>3rd Quarter Report: A work group, consisting of social services professionals, is reviewing the Supervisory Review Form to assure it properly measures specified outcomes for service delivery. This team of professionals provides a broad array of expertise in child welfare policy, procedures and practice issues. The review form is being revised in accordance with state policy mandates. One of the mandates requires documentation of efforts to place siblings together.</p>	
Feb 2003	G3. Goal #2 Step 2: Supervisors are trained to include efforts to place siblings together in their reviews.	June 2004	Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren	All placement supervisors will be trained on the revised Supervisory Review form and standards to document efforts to place siblings together. Efforts to place siblings in the same home will be documented in at least 90% of cases by June 2004.	<p>1st Quarter Report: Goal 2, Steps 1 - 4: A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to place siblings together, if possible or feasible. They expect to revise the Supervisory Review Form to document efforts to place siblings together.</p> <p>2nd Quarter Report: <u>Achieved.</u> The requirements for exhaustive efforts to place sibling groups together were emphasized in CPRS training sessions completed in February</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>2003 for staff statewide. All staff are required to document efforts to place siblings together.</p> <p>2nd Quarter Federal Response: What can the State give us to show this has been achieved?</p> <p>Georgia's Reply 3rd Quarter: The state respectfully requests to change the 2nd Quarter Report from 'Achieved' to reflect, '<u>Partially Achieved</u>'. This request is being made because, while all supervisors were trained to document efforts to place siblings together on the CPRS, the actual Supervisory Review form (stipulated under the Measurable Benchmarks) is still in process of revision.</p> <p>3rd Quarter Report: <u>Partially Achieved</u>. Efforts to revise the Supervisory Review Form continue as indicated above, under Goal # 2, Step # 1.</p> <p>DOCUMENTATION: Please see attachment CPRS Screen printout, Permanency 2, Item 12, which confirms efforts to place siblings together are properly documented in case files. Also, see attachments, CPRS v2, Trained by County & Region -- Detail and PRS v2, Trained by Training Date -- Detail, which show that staff from all 159 Georgia counties have been trained to include efforts to place siblings together in the case plan.</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Feb. 2003	G4. Goal #2 Step 3: Case plan is adapted to include efforts to place siblings together.	Mar 2003	Kelli Stone	Documented efforts to place siblings together in the case plan.	<p>1st Quarter Report: The requirements for exhaustive efforts to place sibling groups together are being emphasized in CPRS training sessions currently being held for staff statewide. The case plan has been amended to include efforts to place siblings together. The CPRS training will be complete at the end of January 2003. All staff is required to document efforts to place sibling together.</p> <p>2ND Quarter Report: <u>Achieved.</u> The Case Plan has been amended to include efforts to place siblings together.</p> <p>2nd Quarter Federal Response: What can the State give us to show this has been achieved?</p> <p>3rd Quarter Report/Georgia's Reply: <u>Achieved.</u> Please see attached CPRS Screen printout, Permanency 2, Item 12, which confirms that efforts to place siblings together are properly documented in case files.</p>	
Feb. 2003	G5. Goal #2 Step 4: Caseworkers are trained to include efforts to place siblings together in case plan.	June 2004	Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren	All placement caseworkers will be trained on the revised Supervisory Review form and standards requiring documentation of efforts to place siblings together. By June 2004, 90% of sibling group cases will	<p>2nd Quarter Report: <u>Achieved.</u> The requirements for exhaustive efforts to place sibling groups together are being emphasized in CPRS training sessions currently being held for staff statewide. The Case Plan has been amended to include efforts to place siblings together. The statewide CPRS training is completed.</p> <p>2nd Quarter Federal Response:</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
				document efforts to place siblings together.	<p>What can the State give us to show this has been achieved?</p> <p>Georgia's Reply: The state respectfully requests to change the 2nd Quarter Report from 'Achieved' to reflect 'Partially Achieved'. This request is being made because, while all caseworkers were trained to document efforts to place siblings together on the CPRS, the actual Supervisory Review form (stipulated under the Measurable Benchmarks) is still in process of revision.</p> <p>3rd Quarter Report: Efforts to revise the Supervisory Review Form continue, as indicated above under Goal # 2, Step # 1.</p> <p>DOCUMENTATION:</p> <p>Please see CPRS Screen printout, Permanency 2, Item 12, which confirms that efforts to place siblings together are properly documented in case files. Also, see attachments, CPRS v2, Trained by County & Region -- Detail and CPRS v2, Trained by Training date - Detail which show that staff from all 159 Georgia counties have been trained to include efforts to place siblings together in the case plan.</p>	
Mar 2002	G6. Goal #3 Step 1: Research Hull House (IL, FL) and other states'	June 2004	Sarah Brownlee, Professional Development Section. Foster	Step 3 -- On-going monitoring of RCS cases approved Step 4 -- On-going	1st Quarter Report: Relative Care Subsidy (RCS) training has been offered statewide to Foster Care Placements and CPS staff. along	2nd Quarter Report: The primary barrier in increasing the placement of sibling groups together is having

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>statutory initiatives developed to maintain siblings together, including legislation, literature, participant interviews, and national resources. Research summary report prepared.</p> <p>Step 2: Evaluate Step 1 models for pilot in Georgia and prepare for implementation.</p> <p>Step 3: Enhanced utilization of new Relative Caregiver Subsidy (RCS) through training and awareness.</p> <p>Step 4: Implement targeted recruitment of foster homes willing to accept sibling groups. Include importance of keeping siblings together in education of prospective foster parents.</p> <p>Evaluation: If model evaluated successfully, at least one pilot site</p>		Care Unit	efforts to increase the number of homes which accept sibling groups	<p>with many of our private providers. Training will be complete in February 2003. The importance of keeping siblings together is emphasized in all our training and communication initiatives. This is particularly evident in our recent initiatives focused on recruitment of placement resources. Foster homes are sought to serve sibling groups across the state.</p> <p>2nd Quarter Report: <u>Achieved.</u></p> <p>Step 1 -- Jan. 2003 completed research on initiatives developed in other states to maintain siblings together. Relative Care Subsidy (RCS) training was completed in Feb. 2003. E & R statistics documents a steady increase in the number of children achieving permanency with support from RCS funding. On-going reports. First Placement Best Placement (FPBP) training was completed in Feb. 2003 for all staff and many private providers. The importance of keeping siblings together is emphasized in all our training and communication initiatives. This is particularly evident in our recent initiatives focused on recruitment of placement resources. Foster homes are sought to serve sibling groups across the state. On-going.</p> <p>2nd Quarter Federal Response: You've made a lot of progress in this area but still have more work to do. What can the State give us</p>	<p>enough families, who are willing to care for siblings, to come forward to begin the approval process. Heightened emphasis on this need is being made in an effort to remedy this problem. On-going.</p> <p>2nd Quarter Federal Response: HOW DID YOU PLAN TO OVERCOME THIS BARRIER?</p> <p>3rd Quarter Report/Georgia's Reply: This goal is considered Achieved. There is no one-time remedy or solution to this problem. For this reason, there will always be a challenge to expeditiously identify and approve relatives, willing, able and eligible to be a placement resource. However, counties can assess recruitment efforts based on needs and patterns over the past two years. This</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	will be implemented in Georgia and an evaluation of that pilot will take place.				<p>to show this has been achieved for those steps you have accomplished? Georgia's Reply 3rd Quarter: Please see attached literature on the Jane Addams Hull House and reports on other states' efforts to maintain siblings together. Please refer to attached RCS fiscal report. There has been a significant increase in the number of children achieving permanency with the support of RCS payments. Also see the First Placement, Best Placement (FPBP) training schedules. Georgia provided 17 training sessions for 2,900 staff on FPBP, which included a component on Relative Care Subsidy (RCS). The training emphasized the importance of exerting and documenting efforts to place siblings together. On-going staff efforts are exerted towards achieving appropriate placements leading to permanency for children in foster care, including homes accepting sibling groups. Also see attached Community Supervised Visitation Centers. 3rd Quarter Report: Achieved. Step 2 -- Under the auspices of the Promoting Safe and Stable Families Program, Georgia has several visitation sites in operation.</p> <p>Step 3 -- Achieved. Monitoring of approved RCS cases is a</p>	<p>data may be used to project future placement needs based on age, gender, sibling groups, special needs, etc. Georgia will continue to assertively seek and pursue extended family resources first, for all children entering agency custody. Georgia will, also, continue its outreach efforts to identify and recruit homes for children entering foster care by informing citizens of their placement needs and available services to support their placement. Heightened emphasis will be placed on placements pertaining to sibling groups</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>continuous process. The number of approved placements has risen to 1,070 as compared with 416 a year ago. See RCS data report in Appendix.</p> <p>Step 4 -- Achieved. Recruitment campaigns continue to include efforts to attract and approve homes willing to accept sibling groups. See Recruitment flyers in the Appendix.</p>	
Mar 2002	<p>G7. Goal #4</p> <p>Step 1: Develop foster parent training to include specialized segments on managing sibling groups.</p> <p>Step 2: Evaluate effectiveness of respite care funding as a strategy to prevent placement disruptions.</p> <p>Step 3: Develop resource homes to support foster parents and children in placement.</p> <p>Evaluation: Determine the number of foster parents who will accept sibling groups and</p>	June 2004	Foster Care Unit, Placement Resource Development Unit	Documentation of efforts to develop resource homes accepting sibling groups, ongoing through June 2004. By June 2004, a significant number of homes accepting sibling groups will be developed.	<p>1st Quarter Report: Adequate emphasis is being made in all aspects of our program to carefully assess and address the needs of sibling groups. This includes our efforts to develop and provide training focused on improving the caregiver's skills in managing sibling groups. Currently, foster parents may complete their annual training requirements locally and/or by attending the Annual Staff and Foster Parent Institutes and the Adoptive and Foster Parent Association of Georgia's Annual Conference.</p> <p>2nd Quarter Report: <u>Achieved.</u> Added emphasis is being made in all aspects of our program to carefully assess and address the needs of sibling groups. This includes our efforts to develop and provide training focused on improving the caregiver's skills in managing sibling groups. Currently,</p>	<p>2nd Quarter Report: The primary barrier with this goal is identifying enough resources that are willing to take multiple children, particularly, sibling groups. As many homes are lost due to becoming a permanent home for a child. Replenishing homes continues to be an on-going challenge for the state.</p> <p>2nd Quarter Federal Response: <u>HOW DID YOU INTEND TO OVERCOME THIS BARRIER?</u></p> <p>Georgia's Reply 3rd Quarter: <u>The goal is <u>Achieved.</u></u> There is no one-time remedy or solution to this</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	establish a percentage of the additional homes needed.				<p>foster parents may complete their annual training requirements locally and/or by attending the Annual Staff and Foster Parent Development Institutes and the Adoptive and Foster Parent Association of Georgia's Annual Conference. On-going.</p> <p>2nd Quarter Federal Response: What can the State give us to show this has been achieved?</p> <p>3rd Quarter Report/Georgia's Reply: This goal is Achieved. Please refer to the attached Staff and foster Parent Development Institutes, and the Adoptive and Foster Parent Association of Georgia's Annual Conference material. All included components on the importance of placing siblings together.</p>	<p>problem. For this reason, there will always be a challenge to expeditiously identify and approve relatives, willing, able and eligible to be a placement resource. However, Georgia will continue to assertively seek and pursue extended family resources first, for all children entering agency custody. Georgia will, also, continue its outreach efforts to identify and recruit homes for children entering foster care by informing citizens of their placement needs and available services to support their placement. Heightened emphasis will be placed on placements pertaining to sibling groups.</p>

Work Plan Detail H -- Item 13, Visiting with Parents and Siblings in Foster Care

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	H1. Goal #1 Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	<p>1st Quarter Report: It is expected that legislative approval will be sought for 100 new Child Welfare positions.</p> <p>2nd Quarter Report: Same as first 1st Quarter.</p> <p>3rd Quarter Report: ACHIEVED. DFCS received 100 positions in both years and received 125 positions in SFY '04. The request to the state legislature for additional staff will continue.</p>	<p>1st Quarter Report: The impending change in the state's administration as well as fiscal constraints may offer challenges for getting this request approved.</p> <p>2nd Quarter Report: The recent change in the state's fiscal resources may offer challenges for getting this request approved, however, the Governor recommended the addition of 125 casework positions.</p> <p>2nd Quarter Federal Response: Will these activities just not be accomplished if the legislative approval is not granted?</p> <p>Georgia's</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
						Reply: As noted above this goal has been Achieved.
June 2002	H2. Goal #2 Step 1: Supervisory Review Form will be adapted to include review of visits between parents and children..	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors	Step 1: Supervisory Review Form (SRF) and standards adapted	<p>1st Quarter Report: Steps 1 - 4: A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to assure child and parent and sibling visitation as stipulated in the Case Plan. The workgroup will revise the Supervisory Review Form to document visitations between children and their parents and with their siblings.</p> <p>2nd Quarter Report: No Report due this quarter.</p> <p>3rd Quarter Report: A work group, consisting of social services professionals, is reviewing the Supervisory Review Form (SRF) to assure it properly measures specified outcomes for service delivery. This team of professionals provides a broad array of expertise in child welfare policy, procedures and practice issues. The review form is being revised in accordance with state policy mandates. One of the mandates is to incorporate</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					family visits into the review guides to assure that visits are occurring between children and parents.	
June 2002	H3. Goal #2 Step 2: Supervisors are trained to include visits in their reviews.	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors	Step 2: Supervisors trained on revised SRF Form and standards.	<p>1st Quarter Report: See Step 1 above</p> <p>2nd Quarter Report: No report due this quarter.</p> <p>3rd Quarter Report: Training on the Case Plan and Reporting System (CPRS) has been conducted for staff in all Georgia's 159 counties. It captures documentation of visits between parents and children. Efforts are in progress to improve the system so that the choice of visitation sites will also be captured. Georgia's Promoting Safe and Stable Families Program (PSSF) currently supports several projects that provide visitation services. Please see attached (Promoting Safe and Stable Families RFP FFY 2003/2004) for details about the sites. Please reference the attached CPRS screen illustrating the documentation of visitation.</p> <p>Concurrent with efforts to revise the Supervisory Review Form (SRF), as indicated above in Step # 1, on-going training activities are occurring regularly between Consultation and</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Support (C&S) consultants and local supervisors. C&S consultants are conducting case reviews to assure policy compliance with required mandates, including visitation, and to improve overall service delivery for families and children. Once the SRF is completed and approved, statewide training of all supervisors will occur.	
June 2002	H4. Goal #2 Step 3: Case plan is adapted to include documentation of visits between parents and children and reasons for their location.	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors	Step 3: Case Plan adapted to include parent/child visitation.	<p>1st Quarter Report: The Case Plan has been amended to include documentation of visits between parents and children. This is currently being covered in the CPRS training, which will be complete at the end of January 2003. All staff is required to document efforts to place siblings together.</p> <p>2nd Quarter Report: No Report due this quarter.</p> <p>3rd Quarter Report: <u>ACHIEVED.</u> See attached CPRS printouts. The Case Plan and Reporting System (CPRS) has been modified to capture documentation of visits between parents and children. This system currently captures who visits the child and where the visits occur. Efforts are in progress to improve the system so that the choice of visitation sites (e.g., the least restrictive setting possible) will. also.</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>be captured.</p> <p>Concurrent with Case Plan modifications regarding visitations, discussed above, are on-going efforts between C&S staff and local office staff. Their efforts assure that case plans: 1) identify time frames for the visits; 2) identify specific locations where the visits will take place; 3) document family interaction during visits; 4) specify objectives of the visits; and 5) documents who should be notified if visits change.</p>	
June 2002	<p>H5. Goal #2</p> <p>Step 4: Caseworkers are trained to include documentation of visits in case plan. Evaluation : Visits between parents and children and location of visits will be documented in at least 90% of cases by June 2004.</p>	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors	Step 4: Caseworkers trained to document child and parent visitations.	<p>1st Quarter Report: See Step 1 above</p> <p>2nd Quarter Report: No report due this quarter.</p> <p>3rd Quarter Report: Partially Achieved. All caseworkers were trained to document parent and child visitation efforts in the CPRS. However, as policy changes occur and/or new staff are hired, the training will have to be repeated.</p> <p>Please see attached CPRS Screen printout, Permanency 2, Item 13, which confirms that parent child visitation is properly documented in the Case Plan. Also, see attachments. CPRS v2. Trained by</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					County & Region -- Detail and CPRS v2, Trained by Training date - Detail, which show that staff from all 159 Georgia counties have been trained to include parent and child visitation arrangements in the case plan.	
July 2002	H6. Goal #3 Step 1: On-going training and professional development will include segment on importance of visitation. Evaluation: Evaluations of caseworker training will reflect understanding of importance of visitation.	Feb. 2003	Foster Care Unit	Caseworker documentation indicates increase in parent/child and sibling visitations.	1st Quarter Report: Partially Achieved. The Foster Care Unit is currently conducting First Placement Best Placement training for all placement and child Protective services staff, along with private providers. The importance of and requirements for parent and child visitation is being emphasized at each of these sessions. Funding options, suggestions for locations of visits, where visitation centers are non-existent, frequency of visits, and documentation requirements are among the topics covered in the training. It is expected that all staff and interested private providers will be trained by the end of January 2003. 2nd Quarter Report: Achieved. The Foster Care Unit completed First Placement Best Placement training for all placement and Child Protective Services staff, along with private providers. The importance of parent and child visitation was emphasized at each of these sessions. Funding options, suggestions for locations of visits, where visitation centers are non-	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>existent, frequency of visits, and documentation requirements were among the topics covered in the training.</p> <p>2nd Quarter Federal Response: Are you saying all the action steps have been fully achieved? Or partially achieved? What can the State give us to show this has been achieved?</p> <p>3rd Quarter Report: Georgia's Reply: Yes. The FPBP training was provided to 2,900 staff and private providers 17 times between July 2002 and February 2003. The importance of parent and child visitation was emphasized in each of the training sessions.</p> <p>C&S consultants are mentoring case managers, with less than 12 months of experience to shape their knowledge of the Georgia child welfare system. Emphasis is placed on parent and child visitation during their consultation and training sessions.</p> <p>DOCUMENTATION:</p> <p>Please see attached CPRS Screen printout, Permanency 2, Item 13, which confirms that parent child visitation is properly documented in the Case Plan. Also, see attachments. CPRS v2. Trained by</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					County & Region -- Detail and CPRS v2, Trained by Training date - - Detail which show that staff from all 159 Georgia counties have been trained to include parent and child visitation arrangements in the case plan in addition to the FPBP training.	
August 2002	H7. Goal #4 Step 1: Thorough research will be compiled and a report prepared on other states' models for successful visitation centers. Step 2: A 'How To' guide to develop other centers will be prepared and issued.	June 2004	Ann Dennard Smith, TA: Michelle Barclay	'How To' Guide for developing visitation centers is published and disseminated statewide.	<p>1st Quarter Report: In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states. They are also creating a 'How to' manual for getting these set up in Georgia. This project has been completed and will be ready for distribution in early February.</p> <p>2nd Quarter Report: <u>Partially Achieved.</u> In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states.</p> <p>2nd Quarter Federal Response: Can we get information to show what has been achieved thus far? E.g. a conv of the manual.</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Georgia's Reply 3rd Quarter: Please see SIBLING PLACEMENTS for literature on the Jane Addams Hull House and reports on other states' initiatives regarding sibling groups and Georgia's TIME-LIMITED REUNIFICATION SERVICES, for information on Family Visitation and Access Centers in the Appendix.</p> <p>3RD Quarter Report: Achieved. In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states. They have also created a 'How to' manual for getting these set up in Georgia. These tasks have been completed have been forwarded to the Division for final review, printing and dissemination.</p>	
August 2002	H8. Goal #4 Step 3: Communities and stakeholders will be contacted and engaged to facilitate development of visitation centers, including local	June 2004	Ann Dennard Smith, TA: Michelle Barclay	Five visitation centers will be developed across the state, especially in the metro areas. Evaluation: Visitation centers will be measured by a documented increase in the number of visits that occur between parents and siblings.	<p>1st and 2nd Quarter Reports: Presently the state offers competitive funding opportunities for the development of Family Visitation Services Centers and the provision of reunification services through the Promoting Safe and Stable Families Program (PSSF). The 2003 Request for Proposals was issued in April of 2002 to over</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	judges, churches, and community groups involved with children. Step 4: Sites will be selected, staffing resources will be assessed and identified, and items to create a family-friendly environment will be secured.			Evaluation: There has been a documented increase in the number of visits that occur between parents and siblings. Visitation conducted in these community-based settings occurs once a week during non-traditional hours and is facilitated by transportation services to remove barriers to consistent and meaningful interaction.	1000 state government agencies, public and private non-profit entities statewide. A separate notice of Title IV-B, Subpart 2 (PSSF) fund availability was issued in July 2002 in partnership with the Court Improvement Project to provide program and funding information to Judicial Circuits interested in supporting the development of community-based Family Visitation Centers. This expanded notice of fund availability will continue to increase judicial support for community-based visitation and reunification services statewide. As a result, the number of community-based Family Visitation Centers has increased from five centers in FFY 2002 to thirteen centers in 2003. A key IV-B-2 funding objective is to increase not only the frequency but also the quality of visitation between parents, children and siblings in foster care. 3rd Quarter Report: <u>Achieved.</u> Georgia exceeded (by more than double) its goal to provide five (5) visitation sites prior to the 2 nd quarter report. It continues in its efforts to extend and improve visitation opportunities for children and their families. Towards this end, revisions have been made to the service guidelines for PSSF funded Supervised Family Visitation	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Centers. Revisions include specific guidelines on Provider qualifications, staffing, the development of Visitation Plans, Center Environment and Accessibility, Supervision, Monitoring and Case Management. (See Attachment PSSF RFP FFY 2003-2004).	

Work Plan Detail I -- Item 17, Needs and Services of Child, Parents, Foster Parents

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	11. Georgia will continue to require all providers to complete a Multi Discipline Team Meeting for each Comprehensive Child and Family Assessment to determine the appropriate needs and services of all children and families entering foster care program within the first 30 to 60 days of the child entering care.	Jan. 2004	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Leslie Cofield, Dianne Yearby	Review at each annual on-site review.	<p>1st Quarter Reports: This Benchmark was achieved. In April 2002 all FP/BP policies and standards were revised to more clearly define the expectations and requirements for completing all aspects of FP/BP Assessments and Wrap Around Services. Completion Date: June 2002</p> <p>2nd Quarter Report: This Benchmark was achieved. In April 2002 all FP/BP policies and standard were revised to more clearly define the expectations and requirements for completing all aspects of FP/BP Assessments and Wrap Around Services.</p> <p>Four Foster Care Consultants were assigned to work with county staff and other stakeholders on foster care (permanency) indicators. These staff will began working on this assignment in February 2003. They will receive training on how to conduct annual on-site qualitative reviews. Completion Date December 2002</p> <p>2nd Quarter Federal</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Response: What can the State give us to show this has been achieved? Georgia's Reply 3rd Quarter Report: This goal is <u>Achieved</u>. A copy of the revised Form #65, The First Placement/Best Placement Bluebook Standards was given to the Georgia ACF Regional Consultant at the 'Back to Basics' First Placement/Best Placement Training in Macon, Georgia.</p> <p>The Four Foster Care Consultants will not conduct qualitative case reviews. The DFCS Evaluation and Reporting and the Consultation and Support Sections will conduct the qualitative reviews. See Action Step 6.</p> <p>DOCUMENTATION:</p> <p>(See attached copy of Memorandum from Deputy Division Director of Programs dated February 3, 2003 regarding implementation of PIP Monitoring).</p>	
July 2003 Requesting a	16. Four Foster Care consultants and other	December 2003 Requesting a	Alice Marie Hutchison. Leslie	Provide training to consultants and	2nd Quarter Report: No report due for this quarter.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
start date change to October 2003 The State will not be out sourcing to conduct the reviews. The DFCS Evaluation and Reporting and the Consultation and Support Sections will conduct the qualitative reviews for Georgia. More preparation and planning time is needed to initiate the reviews.	stakeholders will receive training on how to complete the qualitative review process that is similar to the CFSR. <u>NEW ACTION BASED ON ACF SUGGESTION/APPROVAL OF 1ST QUARTER REPORT</u> 3 rd Quarter Report: Requesting ACF approval to change this action step to: Qualitative Case Review's similar to CFSF will be conducted on a representative sample of approximately 180 cases by the end of September 2004.	change in the completion date to September 2004	Cofield, Dianne Yearby, (With ACF approval, these four names above to be deleted), E & R and Consultation and Support Sections	stakeholders by July 2003. With ACF approval new benchmark: Quarterly Qualitative Review Reports to State and Federal Teams. (The first report will be made available January 2004 and quarterly reports will follow through the end of this PIP period.)	2 nd Quarter Federal Response: Identify any progress made so far. 3 rd Quarter Report: The Division of Family and Children Services Evaluation & Reporting and Consultation & Support Sections are planning and developing their approach to the Qualitative Reviews. Plans remain on target to begin the reviews October 2003.	
June 2002	17. Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children.	October 2003	Alice Marie Hutchison , Leslie Cofield, Dianne Yearby, Betty Wrights	Complete a report as to findings.	1 st Quarter Response: This was partially achieved. A study of the initial seven pilot FP/BP counties was completed in September 2002. A report of the findings will be available in February 2003. This study compares the seven pilot counties to non-participating FP/BP counties. The study was conducted from January 1.	

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					<p>1998 through October 31, 2001 prior to the statewide implementation of FB/BP assessments for all children entering foster care. Completion date December 2002.</p> <p>In February 2001 counties were required to complete a comprehensive FP/BP assessment on all children entering care. A contractor needs to be selected to conduct will be selected to conduct a study on the efficacy of FP/BP using data from all 159 counties.</p> <p>2nd Quarter Report: No report is due this quarter. Due to limited funds for contracts, this work group will meet to develop a survey to capture types of placements needed and available and permanency plans of children based on FP/BP assessments</p> <p>2nd Quarter Federal Response: How will this impact implementation?</p> <p>3rd Quarter Report: The</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Foster Care Unit is moving towards developing an access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on needs and services of children, parents and foster parents for reporting.	
August 2003	18. A contractor needs to be selected to conduct a study on the efficiency of FP/BP using data from all 159 counties. Requesting ACF approval to change this Action Step to: The state will develop an approach to continually measure the effectiveness of the First Placement Best Placement Assessment/Wrap Around Services model.	October 2003	Alice Marie Hutchison , Leslie Cofield, Dianne Yearby, Betty Wrights	Data will show that children are moving to permanency quicker with FP/BP, than without it, compared to previous years.	2 nd Quarter Report:- No report due for this quarter 3 rd Quarter Report: At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement/Best Placement model. However, the state Foster Care Unit will move towards developing a survey for local counties to assist in determining First Placement/Best Placement efficiency in moving children to permanency quicker.	Funds must be identified for a contractor. 2 nd Quarter Federal Response: How will this impact implementation? Georgia's Reply 3 rd Quarter: We believe alternative in-house methods for measuring the benchmark can be successful.
June 2002	19. Complete a monthly county-by-county report as it relates to the First Placement/ Best	October 2003	DFCS through contractors	Complete a report as to the findings from December 2001 --	1 st Quarter Report: This was partially achieved. FP/BP Wrap Around policies and	2nd Quarter Report: Funds must be identified for a

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Placement Wrap Around Services used for each child in foster care.			March 2002.	<p>standards were revised. DFCS staff, providers, judges and CASA's received training on the new FP/BP Assessment and Wrap Around policies and standards.</p> <p>2nd Quarter Report: No report is due for this quarter.</p> <p>2nd Quarter Federal Response: Identify progress made so far.</p> <p>3rd Quarter Report: The Foster Care Unit continues to provide technical assistance to counties with regards to the appropriate use of funds to provide identified Wrap-Around services for children, families and foster parents. Local county offices continue to provide monthly reports on a quarterly basis to the Foster Care Unit identifying monthly therapeutic services ordered and paid for on behalf of individual children, parents or foster parents. The Foster Care Unit continues to receive monthly Grant -In-Aid Budget Vs. Expense Reports which detail by county, the current service provision pattern and totals for each Wran-Around</p>	<p>contractor.</p> <p>2nd Quarter Federal Response: How will this impact implementation?</p> <p>Georgia's Reply 3rd Quarter: We believe alternative in-house methods for measuring the benchmark can be successful.</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>service provided. The Division's implementation of the Wrap-Around services component along with the First Placement/Best Placement Assessment process will continue to provide information on which we will base reporting.</p> <p>The Foster Care Unit is moving towards developing an access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on needs and services of children, parents and foster parents.</p>	
Oct 2002	<p>10. Georgia will complete an annual statewide review of the First Placement/ Best Placement Program to include on site case reviews of 50 randomly selected cases. This review will be similar to the federal on site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review.</p>	October 2003	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Leslie Cofield, Dianne Yearby, Gloria Patterson	Complete at least 50 case reviews beginning 1/2003.	<p>1st and 2nd Quarter Reports: Four Foster Care staff has been assigned to work with county staff and other stakeholders on this action step for foster care indicators. Staff needs to be trained on the qualitative review process.</p> <p>3rd Quarter Response: Achieved. We believe that the attached report 'First Placement/Best Placement Evaluation Final Conclusions' dated February 1, 2003, completed by Rollins School of</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Public Health, Emory University, addresses the review of the First Placement/Best Placement Assessment Model. Descriptive statistics were completed to assess the following primary program evaluation measures: 1). Whether or not children received the placement recommended by the multi-disciplinary team after the assessment. 2). The stability of placements. 3). The length of time children spend 'in care' from time of removal. Additionally, the qualitative case review process will indirectly tell us about our assessment practice in Georgia.	
Oct. 2002	I11. Georgia will complete an annual review throughout the state of the First Placement/ Best Placement Wrap Around Services Program by completing on-site case reviews during the same time as completing the random selected case review in #10 above.	October 2003	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Leslie Cofield, Dianne Yearby, Gloria Patterson	Complete at least 50 case reviews beginning 1/2003.	1st Quarter Report: See Action Step just above. 2nd Quarter Report: No report is due this quarter. 2nd Quarter Federal Response: Identify progress made so far. 3rd Quarter Response: Achieved. Same as above	
June 2003	I12. Georgia will continue to assess the effectiveness and	June 2004	Joe Wassell, Betty Wrights, Millicent	Report to team.	1st Quarter Report: What needs to be accomplished:	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	impact of the First Placement/ Best Placement Program and Wrap Around Services Program in reducing the number of children in foster care once the family's needs and services have been met. Requesting ACF approval to delete this action step as it is the same as Action Step 8.		Houston, Gloria Patterson, Linda Ladd, Dianne Yearby, Leslie Cofield, Alice Marie Hutchison		This step will be included in the independent study conducted by the contractor when selected. The Work Group will closely monitor action Steps 10 through 14. The completion of these steps is contingent on the completion of action steps 6,7,8 and 9.	
Nov. 2003	I13. If problem is predominantly institutional: Establish a larger state review group, which will include more stakeholders to review and provide technical assistance to counties and the annual statewide review of the First Placement/ Best Placement Program and Wraparound Services to include on site case reviews of 50 randomly selected cases. Requesting ACF approval to eliminate this Action Step. The Qualitative case reviews will help us to determine if problems are primarily institutional issues.	June 2004	Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield	Complete additional case reviews, if appropriate by 11/2003.	1st Quarter Report: Contingent on the results of the above	
Nov. 2003	I14. Examine policy and training effectiveness for DFCS staff and private providers. Requesting ACF approval to eliminate this Action Step. Reporting under the Action Step 6 as it relates to Qualitative Reviews should	June 2004 and on-going	Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Linda Doster, Dianne Yearby, Leslie Cofield, Alice Marie Hutchison	Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate.		

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	provide indicators regarding training and policy effectiveness.					
Nov. 2003	I15. Recommend additional training and policy changes. ACF Approval requests same as above to delete this Action Step.	June 2004 and on-going	Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Linda Doster, Alice Marie Hutchison, Dianne Yearby, Leslie Cofield	Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate.		
Jan 2003	I16. Test whether needs and services to children and families changes after training and policy changes.	June 2004	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Stakeholders, Leslie Cofield, Dianne Yearby	Complete additional case reviews, if appropriate.	2nd Quarter Report: Foster Care Consultants have started to visit counties within their assigned area(s), to monitor progress on permanency issues and provide training and technical assistance. 3rd Quarter Report: Monitoring continues.	
Jan. 2003	I17. Identify if appropriate, other factors that may contribute to the needs and/services of children and families not being met while in foster care. Evaluation: Please see Evaluation for Items 3 & 4, page B-2.	June 2004	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Stakeholder, Leslie Cofield, Dianne Yearby	Complete a report to the team.	2nd Quarter Report: No report due this quarter. 2nd Quarter Federal Response: Identify progress made so far. 3rd Quarter Response: Qualitative Case Review reporting will assist in meeting this goal. First qualitative review report is due January 2004. In addition, the CPRS will help to identify factors that may contribute to needs and	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					services of children and families not being met while in foster care.	

Work Plan Detail J -- Item 18, Child and Family Involvement in Case Planning

Goal: Families will have enhanced capacity to provide for their children's needs

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	<p>J1. Training curriculum for caseworkers will include provision to specifically address child and family involvement in case planning. Special attention will be paid to involving fathers and older children. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice. Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.</p>	<p>Sept. 2002 3rd Quarter: Because of delays imposed through the contracting and RFP process we request ACF Approval to change date to July 2004</p>	<p>Professional Development Section, TA: Ed Fuller</p>	<p>All curricula will include those provisions Evaluation: Survey sampling of caseworkers and supervisors will be done to measure understanding.</p>	<p>1st and 2nd Quarter Reports: Achieved. The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county staff, and other community stakeholders. Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.</p> <p>2nd Quarter Federal Response: ACTION STEPS NEED TO BE ADDRESSED IN ORDER TO INDICATE ACCOMPLISHMENTS. What can the State give us to show this has been achieved?</p> <p>DOCUMENTATION:</p> <p>3rd Quarter Georgia Report: The state incorrectly reported this action step as achieved. A draft of the competencies were reviewed and received input from the Advisory Committee in November 2002. The DFCS Professional Development Section in consultation with an external consultation group</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>combined the feedback from the Advisory Committee and providing their input developed the Georgia specific competencies based upon the CWLA competencies. The final listing of Georgia specific competencies for new worker curriculum was completed in the spring quarter 2003. The Professional Development Section currently has the Curriculum Plan for Competency Based Core Curriculum for Child Welfare Case Managers. This Plan represents the content and the process for the final curriculum. The current Curriculum Plan does not specify family centered practice. We will incorporate specific content regarding involvement of fathers and older children.</p> <p>DOCUMENTATION: Please see the attached Competency Based Core Curriculum for Child Welfare Case Managers Trainer's Manual I, II, III, and IV.</p>	
April 2002	<p>J2. Judicial training will highlight the findings of the federal review on this item and the need for making sure that families and children are involved in their case planning.</p> <p>Evaluation: Survey sampling of judges will be done to measure</p>	Nov. 2003	Eric John, TA: Michelle Barclay	Annual training will include session on the federal review.	<p>1st and 2nd Quarter Report: The federal PIP was presented at the judge's conference during the pre-conference meetings. It has also been distributed via the web on the Georgia juvenile court judge's list serv. A class on the federal PIP was conducted during the Child Placement Conference in the fall of 2002, which was attended, by judges, caseworkers, attorneys and</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	compliance. A class on the federal PIP will be scheduled for the Spring 2003 Council of Juvenile Court Judges conference, May 4-6.				CASAs. A class on the federal PIP was conducted during the Child Placement Conference in the fall of 2002, which was attended, by judges, caseworkers, attorneys and CASAs. 3rd Quarter Report: The survey regarding judge's knowledge of the PIP will be completed by the end of the summer.	
April 2002	J4. The CPRS will be mandated to make sure that documentation of parental involvement be collected statewide. Evaluation: A report documenting parental involvement will be generated from the CPRS and distributed monthly to supervisors and county directors. A quarterly report will be presented to the Regional IV staff after review and approval by Division, SOA and Commissioner.	July 2003	Kelli Stone, TA: Michelle Barclay	All case plans will be entered into the CPRS.	1st Quarter Report: Response as of 12/13/2002: There is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of 159 counties have been trained to use the new system. After the implementation plan is complete at the end of January 2003, the monthly reports will begin. 2nd Quarter Report: Response as of 4/16/2003: All 159 counties have been trained. All the judges have been trained. The courts have hired a manager full time to serve the judge's needs for the system. For the month of March 2003, there were 2154 successful logins to the system. As of 4/16/2003 there are 11, 884 case plans in various states of revision in the system. A monthly report of parental involvement has NOT been created as of yet, due to other functionality needs of the system, which had to be addressed first.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					3rd Quarter Report: The Case Plan Reporting System has been trained and implemented in all 159 Georgia Counties. Use of CPRS is now required by DFCS policy. The system is available on the Internet at www.gacaseplan.org . There is also a link on this website that allows the user with no ID or password to access a demo version of CPRS. The system collects documentation about the participation of the parent and child in the development of the case plan. See attached the documentation CPRS 'Participation' screen print.	
July 2002	J5. Family group conferencing must be done at the 30-day case plan with multi-disciplinary staffing to ensure parental involvement in case planning. Evaluation: Sample spot checks with counties will occur to see if counties are in compliance.	June 2004	County Supervisors	Family group conferencing will take place with all foster care cases.	1st and 2nd Quarter Reports: Achieved. All DFCS staff and FP/BP providers have received training on Family Team Conferencing and Multi-Disciplinary Team Meetings (MDT). Additional training will be offered to DFCS staff and FP/BP providers in January 2003, June 2003 and September 2003. 2nd Quarter Federal Response: What can the State give us to show this has been achieved? DOCUMENTATION: See attached PIP Items 7,9,12,18,21,23	
Jan. 2002	J6. Family Group Conferencing and First Placement/Best Placement projects will	July 2002	Juanita Blount-Clark, Social Services Section Director	A project manager will be assigned to both programs with full support for	1st Quarter Report: Achieved. Four Foster Care staff has been assigned to work with providers, county staff and other state office consultants to	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	get sufficient support, leadership and project management to ensure successful implementation and maintenance. Evaluation: Feedback will be sought quarterly from the project managers on progress and needs for continued successful implementation.			implementation.	manage, monitor and provide technical assistance to counties and providers on Family Team Meetings and FP/BP services. Completion date: December 2002. 2nd Quarter Federal Response: Were you able to obtain feedback in the last quarter from the project managers on progress and needs for continued successful implementation. 3rd Quarter Report/Georgia's Reply: Yes, the four foster care staff provides regular reporting regarding the progress and needs for successful Family Group Conferencing and FP/BP activities.	
Sept. 2001	J7. Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	1st and 2nd Quarter Report: 388 caseworker positions were requested in this year's DHR budget request to the Governor. If the Governor approves this request, then the request will go to the legislature. 3rd Quarter Report: Achieved. DFCS received 100 positions in both years and 125 positions in SFY '04.	1st and 2nd Quarter Report: There is a severe budget shortfall this year. Budget information from the Governor's office is still not available at this date. 2nd Quarter Federal Response: How will budget issues impact this? 3rd Quarter Report/Georgia's Reply: The annual request to the

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
						state legislature for additional staff will continue. This benchmark is achieved.

Work Plan Detail K -- Item 19, Worker Visits with Child

Goal: Reduce caseload size

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	K1. Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement - 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	<p>1st and 2nd Quarter Report: The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.</p> <p>3rd Quarter Report: <u>Achieved</u>. Besides the 100 positions obtained in 2002 and 2003, the Department received 125 positions in 2004.</p>	<p>1st and 2nd Quarter Report: Economic down turn in Georgia may prohibit the authorization of staff as recommended.</p> <p>2nd Quarter Federal Response: INDICATE HOW THIS BARRIER WOULD NOT AFFECT THE ACHIEVEMENT OF THIS GOAL.</p> <p>Georgia's Reply 3rd Quarter: The annual request to the state legislature for additional staff will continue.</p>

Goal: Develop visitation opportunities in the least restrictive setting and in compliance with ASFA guidelines

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
May 2002	K3. Revise policy and practice according to need.	April 2003 Requesting a date change to July 2003. 2nd Quarter Federal Response: If extension is granted, indicate how this will be done in July? Georgia's Reply: This will allow the approval and printing of	Foster Care Unit, Linda Doster	Implement revised policy.	<p>1st Quarter Report: <u>Partially achieved</u>. Draft policy strengthens the use of 'least restrictive' visitation settings, including visitation centers. (Documentation required when setting is that of county office.) See above for 'next steps' and measurement methods to be developed and used.</p>	<p>2nd Quarter Federal Response: THIS IS THE SECOND REQUEST FOR A DATE CHANGE.</p> <p>2nd Quarter Federal Response: EXPLAIN BARRIERS TO</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
		policy material, as well as training for C & S Consultants 7/18/03. The Online Supervisory Review Guide continues being field- tested.			<p>2nd Quarter Report: Policy revisions regarding visitation practices finalized and are ready for print and distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.</p> <p>3rd Quarter Report: <u>Partially Achieved.</u> Policy revisions regarding visitation practices have been distributed to the field. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by September 2003.</p>	<p>ACHIEVING THE INITIAL APPROVED DATE. Georgia's Reply 3rd Quarter: The revised policy material was held until the Division's Management Team could review in April 2003. The material went to print and was distributed to the field in May 2003. The Online Supervisory Review Guide continues to be field-tested before being used statewide by supervisory staff.</p>
April 2002	K4. Develop community-based partnerships to enhance utilization of child friendly visitation centers.	<p>June 2004 Requesting a date change to July 2003 2nd Quarter Federal Response: LAST QUARTERLY REPORT INDICATED TWO COMPLETION DATES; JULY 2002 AND JUNE 2004? If extension is granted, indicate how this will be done in July? 3rd Quarter Report: Disregard the 2nd quarter request it was made in error.</p>	County Department, Kathy Herren	Decreased use of agency office as a visitation site. Revise supervisory review tool to identify that 'least restrictive' visitation was/was not appropriate for the case.	<p>1st Quarter Report: <u>Partially achieved.</u> Draft policy strengthens the use of 'least restrictive' visitation settings, including visitation centers. (Documentation required when setting is that of county office.) See above for 'next steps' and measurement methods to be developed and used.</p> <p>2nd Quarter Report: <u>Partially Achieved.</u> Policy Revisions regarding visitation in least restrictive settings have been finalized and are ready for print and distribution. Measurement methods</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.</p> <p>3rd Quarter Report: <u>Partially achieved</u>. Policy revisions regarding visitation in 'least restrictive settings' have been distributed to the field.</p> <p>Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by September 2003.</p>	

Goal: ICPC compliance with quarterly requirements

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	K6. Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made.	June 2003 Requesting a date change to July 2003. This will allow the approval and printing of policy material, as well as training for C & S Consultants 7/18/03. The Online Supervisory Review Guide continues being field-tested.	Foster Care Unit, Local County Department	Track ICPC approved placements to assure that quarterly reports have been submitted.	<p>1st Quarter Report: <u>Partially achieved</u>. See Action Step 2 above re: revised contact standards. Online Supervisory Review Guide to include as a compliance item (3/03). Supervisors will randomly select cases and review for compliance. Also exploring the use of the ICPC Tracking System to determine if reports are received quarterly in the State ICPC Unit.</p> <p>2nd Quarter Report: Nor report is due this quarter</p> <p><u>Partially achieved</u>. Policy revisions emphasizing the receipt of quarterly reports finalized and are ready for</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.</p> <p>3rd Quarter Report:-Partially achieved.</p> <p>Policy revisions emphasizing the receipt of quarterly reports have been distributed to the field. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by September 2003.</p>	

Work Plan Detail L -- Item 20, Worker Visits with Parents

Goal: Reduce caseload size

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	L1. Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	<p>1st and 2nd Quarter Report: The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.</p> <p>3rd Quarter Report: Achieved. Besides the 100 positions obtained in 2002 and 2003, the Department received 125 positions in 2004.</p>	<p>1st and 2nd Quarter Report: Economic down turn in Georgia may prohibit the authorization of staff as recommended.</p> <p>2nd Quarter Federal Response: INDICATE HOW THIS BARRIER WOULD NOT AFFECT THE ACHIEVEMENT OF THIS GOAL.</p> <p>3rd Quarter Georgia's Reply: The annual request to the state legislature for additional staff will continue.</p>

Goal: To have meaningful and purposeful visits between parents and case managers

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	L4. Revise the Supervisory Review tools to assure that policy compliance	June 2003 2nd Quarter: Requesting a date change to July 2003 2nd Quarter Federal Response: EXPLAIN THE REASON WHY YOU ARE REQUESTING A	Ed Fuller, Betty Wrights , Kathy Herren	Revised Supervisory Review Guide.	<p>2nd Quarter Report - No report due for this quarter.</p> <p>1st Quarter Report: Measurement methods in process of development: On line Supervisory Review Guide questions developed by 3/03. Information</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	and good practice are in place.	CHANGE OF DATE FOR THE SECOND TIME IN THE BARRIERS TO ACHIEVEMENT COLUMN 3rd Quarter Georgia Reply: Technical hardware problems regarding the Online Supervisory Review Guide delayed the statewide implementation. The Supervisory Review Guide is expected to be statewide by September 2003			to be compared with baseline data obtained from an online survey of 159 county offices re: worker-parent visitation practices, including the primary visitation location. Survey to be administered statewide 1/03. 2 nd Quarter Report: No report due for this quarter. 3 rd Quarter Report: Partially achieved: Online Supervisory Review Guide questions are currently being field-tested. Statewide implementation is planned by September 2003.	

Goal: ICPC compliance with quarterly reporting requirements.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	L6. Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made.	June 2003 ACF Approved Requesting a date change to July 2003. 2nd Quarter Federal Response: EXPLAIN THE REASON WHY YOU ARE REQUESTING A CHANGE OF DATE FOR THE SECOND TIME IN THE BARRIERS TO ACHIEVEMENT COLUMN Georgia's Reply: This will allow the approval and printing of policy material and the field-testing of the Online Supervisory Review Guide to monitor compliance.	Foster Care Unit, Local County Department	Track ICPC approved placements to assure that quarterly reports have been submitted. Evaluation: Please see Evaluation for Items 3 & 4, page B-3.	1 st Quarter Report: Measurement methods in process of development: On line Supervisory Review Guide questions developed by 3/03. Information to be compared with baseline data obtained from an online survey of 159 county offices re: worker-parent visitation practices, including the primary visitation location. Survey to be administered statewide 1/03. 2 nd Quarter Report: No report is due this quarter. Partially achieved: Policy revisions emphasizing the receipt of quarterly reports. finalized and are ready for print and distribution. Online Supervisor	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Review Guide questions are currently being field-tested. Implementation is planned by July 2003.</p> <p>3rd Quarter Report: Partially achieved: Policy revisions emphasizing the receipt and monitoring of quarterly reports have been distributed to the field. Online Supervisory Review Guide questions are currently being field-tested. Implementation is planned by September 2003.</p>	

Work Plan Detail M -- Item 21, Educational Needs of the Child

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	M1. Change Placement policy to require all counties to use the CPRS for each child coming into care.	Dec. 2002	Foster Care Unit	Completion of policy change.	1st and 2nd Quarter Report: Achieved. Memo sent July 2, 2002 to all DFCS agencies directing them to use the CPRS system for each child entering care.	2nd Quarter Federal Response: What can the State give us to show this has been achieved? DOCUMENTATION: 3rd Quarter Report Georgia's Reply: Achieved. See attached Foster Care Services: Case Plan PIP ITEMS 7, 9, 12, 18, 21, 23. See Memo dated August 20, 2002 regarding CPRS Training.
Mar. 2002	M2. Expand fields on Education Screen in CPRS to add the following: 'Has the child had an educational assessment within the last 12 months?' 'Does the child's educational plan reflect and incorporate the findings of the most recent comprehensive assessment?' 'Have the details of the child's education needs been provided	Feb. 2004	Kelli Stone, FP/BP Technical Assistance Team, CAPS Section	Fields added to CPRS Education Screen. FP/BP Assessment will cover this area during assessment. FP/BP standards will be revised to include this information so that caseworker can include on CPRS Evaluation: Please see Evaluation for Items 3 & 4, page B-2 of the original PIP.	1st and 2nd Quarter Report: Partially Achieved. The First Placement/Best Placement training has occurred for over 3,600 providers, DFCS Child Protective Services and Foster Care staff, State Office Consultants, foster and adoptive parents, and judges in more than 17 sessions statewide. The CPRS system does not currently collect the data necessary to achieve this goal. Expected completion date is February 2004. 3rd Quarter Report: ACHIEVED. The Case Plan Reporting System (CPRS) was enhanced to include 6 data elements to more carefully guide the case manager in	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	to the placement resource?' 'If the child is below school age, has there been a developmental assessment?' 'Is the child developmentally delayed?' 'Have the child's educational needs been provided to the boarding county if the child is placed out of county?'				<p>gathering more complete documentation about the child's education. Those elements are:</p> <p>Has the child had an educational assessment within the last 12 months?</p> <p>Does the child's educational plan reflect and incorporate the comprehensive assessment?</p> <p>Has the child's education plan been provided to the placement resource?</p> <p>Is the child is below school age, has there been an educational assessment?</p> <p>Is the child developmentally delayed?</p> <p>Have the education records been sent to the boarding county?</p> <p>DOCUMENTATION:</p> <p>See attached CPRS screen print Child and Family Wellbeing 2 Item 21.</p>	

Work Plan Detail N -- Item 22, Physical Health of the Child

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
July 2002	N5. Georgia will complete technical assistance to DFCS staff and private providers as to how to use the collected information to meet the child's needs as it related to post substance abuse counseling, monitoring and support as a part of the early intervention process and/or in -- home intensive treatment services. The team will need to determine the accuracy of information in the CPRS system regarding the service needs of children and families indicated at the MDT meeting. During the next quarter, the team will monitor the data collection from CPRS and the selected contractor. This information will steer the efforts of the FPBP consultants assigned to regions to begin training, consulting, and supporting the needs of county DFCS staff and private providers.	February 2003 3rd Quarter: Requesting a date change to December 2003 to allow for the enhancements of the CPRS system.	Leslie Cofield, Dianne Yearby, Alice-Marie Hutchison	Provide 11 county site training to staff and providers beginning in 7/2002.	1st Quarter Report: Partially Achieved: The CPRS System will have features added to allow the collection of data on the number of assessments completed within a county and the service recommendations for the family and child from the MDT meeting. The compilation of this information will allow the team to determine the counties that may require consultation, support or training. The collection of the monthly county reports and the dissemination of the monthly invoices by the selected contractor will assist the four foster care consultants in identifying if the Assessment information is used by the counties to begin providing post substance abuse counseling and support. The data collection from the onsite reviews will also give concrete results on the counties ability to utilize the assessment information to determine if early intervention is necessary for post-substance abuse counseling, monitoring or support. 2nd Quarter Report: First Placement/Best Placement Program Consultants assigned to monitor the PIP are providing ongoing technical assistance, training, and support to county	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>staff at the request of the County Director, Field Director, supervisors, C & S consultants and placement and resource development staff.</p> <p>2nd Quarter Federal Response: EXPLAIN WHY THIS GOAL HAS NOT BEEN FULLY ACHIEVED</p> <p>3rd Quarter Report: The enhancements to the CPRS system are 33% complete. In December 2003, the system will have the capacity to capture and report on the number of children and families recommended to receive post substance abuse counseling and intervention.</p>	
June 2002	N6. Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children.	February 2003 Requesting a date change to October 2003 to complete work activity on the survey discussed in the 3rd Quarter Report.	Leslie Cofield, Dianne Yearby, Patricia Alice-Marie Hutchison	3rd Quarter: Complete a report as to findings.	1st Quarter Report: <u>Partially achieved.</u> The initial focus of this action step was to conduct a study of the seven pilot FP/BP counties, a review of the FP/BP Comprehensive Assessment process to assure that the physical health needs of children were addressed in the assessments and to assure that the placements were appropriate to meet the child's needs. However, further and careful review of this action step	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>indicates that a completed SACWIS supported by random case record reviews is necessary in order to monitor the benchmark. In the absence of the SACWIS system at this time, the four foster care consultants will randomly select cases to review this benchmark with county supervisors in their assigned areas to monitor benchmarks. Consultants are providing ongoing support, training, and technical assistance at the request of the County Director, Field Director, Supervisor, and Placement and Resource Development Staff.</p> <p>2nd Quarter Report: The four foster care consultants assigned to monitor the PIP will receive training in the qualitative review process by previously trained staff. After which, the Consultants will train County Supervisors on the process and assist with the review of cases.</p> <p>2nd Quarter Federal Response: EXPLAIN WHY THIS GOAL HAS NOT BEEN FULLY ACHIEVED</p> <p>3rd Quarter Report: The Foster Care Unit is moving towards</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					developing an Access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on placement needs and services of children, parents and foster parents for reporting. The CPRS System has been enhanced to require documentation about the dates of the last medical, dental and psychological assessments. If any of these fields are missing an explanation is required. Additionally, CPRS allows for a free form field to record other relevant medical and psychological information.	
June 2002	N7. Complete a monthly county-by-county report as it relates to the First Placement/ Best Placement Wraparound Services used for each child in foster care.	October 2003	Leslie Cofield, Dianne Yearby, Alice-Marie Hutchison	3rd Quarter: Complete a report as to the findings.	1st Quarter Report: The same as above 2nd Quarter Report: The same as above 3rd Quarter Report: The Foster Care Unit continues to provide technical assistance to counties with regards to the appropriate use of funds to provide identified Wrap-Around services for children, families and foster parents. Local county offices continue to provide monthly reports on a quarterly basis to the Foster Care Unit identifying monthly therapeutic services ordered and paid for on behalf of	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>individual children, parents or foster parents. The Foster Care Unit continues to receive monthly Grant -In-Aid Budget Vs. Expense Reports which detail by county, the current service provision pattern and totals for each Wrap-Around service provided. The Division's implementation of the Wrap-Around services component along with the First Placement/Best Placement Assessment process will continue to provide information on which we will base reporting.</p> <p>The Foster Care Unit is moving towards developing an access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on needs and services of children, parents and foster parents.</p>	
<p>2nd Quarter Request: Oct. 2003</p> <p>Requesting a change in start date</p> <p>2nd Quarter Federal</p>	<p>N8. Georgia will complete an annual statewide review of the First Placement/Best Placement Program to include on site case reviews of 50 randomly selected cases. This</p>	<p>October 2003</p> <p>2nd Quarter Request: Requesting a date change to Sept. 2004</p> <p>2nd Quarter Federal Response:</p>	<p>(With ACF approval, these four names to be deleted), Leslie Cofield, Dianne Yearby Alice-Marie Hutchison, E & R Staff, C & S staff</p>	<p>Complete at least 50 case reviews beginning 1/2003.</p> <p>3rd Quarter: Quarterly Qualitative Review Reports to State and Federal Teams. (The first report will be</p>	<p>1st Quarter Report: Partially Achieved. The FPBP team will need to send out the re-enrollment applications to the private providers and the surveys to the county DFCS offices. Once the information is received</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
<p>Response: Explain the reason(s) for this request. 3rd Quarter Report: The State will not be out-sourcing to conduct the reviews. The DFCS Evaluation and Reporting and the Consultation and Support Sections will conduct the qualitative reviews for Georgia. More preparation and planning time is needed to initiate the reviews.</p>	<p>review will be similar to the federal on site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review. 2nd Quarter addition per ACF request: The qualitative review process will allow the team to determine the following: the effectiveness of the First Placement, Best Placement assessment in reducing the number of moves a child experiences while in foster care; the percent of children who re-enter foster care, the length of time to achieve permanency; the percentage of children in foster care who are abused and neglected; and the success of case managers implementing the service recommendations for children and families indicated in the FP/BP assessment. Georgia will continue to assess the effectiveness and impact of the First</p>	<p>EXPLAIN WHY YOU ARE REQUESTING A GOAL CHANGE AGAIN IN THE BARRIERS TO ACHIEVEMENT COLUMN</p> <p>3rd Quarter Report: Georgia's Reply: No Barriers to report but rather a change in approach to the reviews.</p>		<p>made available January 2004 and quarterly reports will follow through the end of this PIP period.)</p>	<p>2nd Quarter Report: The re-enrollment applications were sent out with the return date of 4/30/03. The FP/BP team will begin review of the enrollment contents in May 2003.</p> <p>2nd Quarter Federal Response: Concerns that the State is asking for an extension to September 2004. We agreed to it, but this is close to the end of the PIP. Will the State start the reviews in October 2003 and then have a report by 2004? Georgia's Reply 3rd Quarter: Yes, see 3rd Quarter Report below.</p> <p>3rd Quarter Report: The enrollment process concluded as of June 30, 2003. Seventy-One applications were received from Private Providers across the state. A report on the findings and conclusions of the re-enrollment process will be complete in October 2004 after phase II of the process is complete. In addition, we believe that the attached report 'First Placement/Best Placement Evaluation Final Conclusions' dated February 1, 2003, completed by Rollins School of</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>Placement/Best Placement Program and Wraparound Services Program. The plan for Qualitative Reviews will be in place by June 2003. The reviews will begin by October 2003.</p> <p>3rd Quarter Request to Change this Action</p> <p>Step to: Qualitative Case Review's similar to CFSF will be conducted on a representative sample of approximately 180 cases by the end of September 2004.</p>				<p>Public Health, Emory University, addresses the review of the First Placement/Best Placement Assessment Model. Descriptive statistics were completed to assess the following primary program evaluation measures: 1). Whether or not children received the placement recommended by the multi-disciplinary team after the assessment. 2). The stability of placements. 3). The length of time children spend 'in care' from time of removal. Additionally, the qualitative case review process will indirectly tell us about our assessment practice in Georgia.</p> <p>Qualitative Reviews similar to CFSR will be conducted on a representative sample of approximately 180 cases by the end of September 2004. Reviews will begin October 2003 and the first report will be available January 2004.</p>	
Oct. 2002	N9. Georgia will complete an annual review throughout the state of the First Placement/ Best Placement Wraparound Services Program by completing on-site case reviews during the same time as completing the	October 2003	Joe Wassell, Betty Wrights, Leslie Cofield Dianne Yearby Alice-Marie Hutchison, Millicent Houston, Linda Ladd	Complete at least 50 case reviews beginning 1/2003.	Same as above.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	random selected case review in #8. 3rd Quarter Report: Requesting ACF approval to delete this Action Step as it is essentially the same as previous/above Action Step.					
June 2003	<p>N10. Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program and Wraparound Services Program in reducing the number of children in foster care once the family's needs and services have been met.</p> <p>3rd Quarter Report: Requesting ACF approval to change this Action Step to: The state will develop an approach to continually measure the effectiveness of the First Placement Best Placement Assessment/Wrap Around Services model.</p>	June 2004	Leslie Cofield Dianne Yearby Alice-Marie Hutchison	Report to team	1st quarter Report - Partially achieved: Four Foster Care Consultants in collaboration with county staff and stakeholders will conduct a qualitative review in counties. The four foster care consultants need to learn the qualitative review process. DFCS will develop a contract with a provider to conduct qualitative review training. This information will assist the four consultants in determining if the First Placement/Best Placement Program along with Wrap Around services is reducing the number of children in foster care based on the family's needs and services being met as a result of the service recommendations from the comprehensive assessment. The CPRS System will have features added to allow the collection of data on the number of assessments completed within a county and the service recommendations for the family and child from the MDT meeting. The compilation of this	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>information will allow the team to determine the counties that may require consultation, support or training. The onsite reviews will also give concrete results on the counties ability to utilize the assessment information.</p> <p>3rd Quarter Report: At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement/Best Placement model. Secondly, the four foster care consultants will not be conducting the qualitative reviews as discussed in the 1st quarter report. The DFCS Evaluation and Reporting and the Consultation and Support Sections will conduct the qualitative reviews as discussed in Action Step 8.</p> <p>The state Foster Care unit is moving towards developing a survey for local counties to assist in determining First Placement/Best Placement efficiency in moving children to permanency quicker.</p>	
June 2003	<p>N11. If problem is predominantly institutional:</p> <p>Establish a larger state review group, which will include more stakeholders to review</p>	June 2004	Leslie Cofield, Dianne Yearby, Alice-Marie Hutchison	Complete additional case reviews, if appropriate.	<p>1st Quarter Report: The reviews will not begin until 10-03</p> <p>1st Quarter Federal Response: (EXPLAIN WHY REVIEWS ARE NOT DOABLE AND MOVE TO</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	and provide technical assistance to counties and the annual statewide review of the First Placement/ Best Placement Program and Wraparound Services to include on site case reviews of 50 randomly selected cases.				BARRIERS TO ACHIEVEMENT COLUMN) 3rd Quarter Report Georgia's Reply: The surveys to be developed by the Foster Care Unit (to help assess the First Placement Best Placement model) along with the Qualitative Reviews should help us to determine if institutional placements prevent moving children to permanency quicker.	

Work Plan Detail O -- Item 23, Mental Health of the Child

Goal: Identify or develop a uniform process to ensure that children have access to a statewide mental health assessment that is timely and comprehensive.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	O1. Assess First Placement/Best Placement process to determine if it can be made uniform and timely to serve as a vehicle for this purpose.	Oct. 2002	Betty Wrights, Dawne Morgan, Juanita Blount-Clark, Kelli Stone	1st Quarter Federal Response: (IDENTIFY MEASURABLE BENCHMARKS) 3rd Quarter Georgia Reply: Children will receive timely and comprehensive mental health assessments.	1 st Quarter Report: <u>Achieved</u> . First Placement/ Best Placement is a strategy developed by the Department of Human Resources, Division of Family and Children Services Foster Care Unit. The goal of FP/BP is to improve the foster care system by providing comprehensive assessments for children and families as the basis for case planning decisions and recommendations to juvenile courts on safety and permanency. FP/BP focuses on safety, permanency and child and family well being issues. The program entered its third year of statewide implementation in July 2001. Resources have been allocated to support the comprehensive assessment of every child and family entering Georgia's foster care system and the delivery of wrap around services responsive to the identified needs of children and families (birth, foster and adoptive). The comprehensive assessment consists of: INFANTS AND TODDLERS DEVELOPMENTAL SCREENING AND ASSESSMENT: An infant and toddler's developmental screening and assessment are a	1 st Quarter Federal Response: (IDENTIFY MEASURABLE BENCHMARKS) 3 rd Quarter Georgia Reply: see benchmark.

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					<p>written report of the basic overview of the child's developmental milestones, characteristics and needs. AGES 4 TO 18 ASSESSMENTS: Children (ages 4-18) require a psychological evaluation when they first enter care through the First Placement, Best Placement program. Children (ages 14 - 18) must have a Youth / Adolescent assessment. A child and Adolescent Functional Assessment (CAFAS) is completed to monitor the progress of each child entering care. A follow up CAFAS is completed six months after the child/youth enters care. FAMILY ASSESSMENT: The goal of a Family Assessment is to provide information about the family's ability to parent their children, additional relatives, family functioning and needs. A family team meeting is held to plan with family members and assure safety for children. Observations and information from the Family Assessment are presented at the Multi-Disciplinary Team staffing (MDT). The MDT explores options for the family and makes recommendations about placement and service interventions (e.g. crisis intervention, mental health, etc.). EDUCATIONAL ASSESSMENT: The educational component is a</p>	

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					comprehensive assessment of the child's educational history prior to coming into care. MEDICAL AND DENTAL ASSESSMENT: The medical and dental component is a comprehensive assessment of the child's medical and dental history prior to coming into care. The Foster Care Unit has been conducting trainings statewide to ensure that FP/BP is completed and reported uniformly throughout the state. Providers and DFCS case managers; supervisors and managers have been trained together. The training will conclude in February 2003. Thus, this benchmark is accomplished. First Placement/Best Placement provides the vehicle to ensure that children have access to mental health assessments that are timely and comprehensive.	
Mar. 2002	<p>02. 1. Using the CPRS, develop a process to evaluate completion of assessments for all children entering foster care.</p> <p>2. Assess and report current percentage of</p>	Feb. 2004	Betty Wrights, Dawne Morgan, Juanita Blount-Clark, Kelli Stone	Utilizing the same reporting procedure, the percentage of timely assessments completed will increase to at least 80%.	<p>1st Quarter Report: <u>The Case Plan Reporting System (CPRS) presently does not have the capability to collect information regarding the timely completion of First Placement/Best Placement (FP/BP) Assessments. Timely completion is defined as assessments completed in thirty days with initiation of assessment beginning no sooner than the completion of the 72-hour Juvenile Court hearing.</u> 1st Quarter Federal Response: MOVE</p>	<p>2nd Quarter Report per ACF Request: The Case Plan Reporting System (CPRS) presently does not have the capability to collect information regarding the timely completion of First Placement/Best Placement (FP/BP) Assessments. Timely completion is defined as assessments completed in thirty days with initiation of assessment beginning no sooner than the completion of</p>

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	completed and timely assessments of children entering care.				<p>UNDERLINED TO BARRIERS COLUMN. An entire section devoted to FP/BP statistics is being developed for CPRS. FP/BP fields to be added to CPRS include: Date of Removal; Date of Referral; Date of Completion; Date of MDT Meeting; DSM Iv Diagnosis; Mental Health Recommendations; Date of Referral to Mental Health; Date of Mental Health Report; Date of Closure of Mental Health Service. The addition of these fields will ensure that CPRS is able to capture and report information about Mental Health assessments of children entering foster care.</p> <p>Method for measuring achievement: Information needed to evaluate the timely completion of FP/BP assessments is available in the FP/BP monthly report. Until the fields are added to the CPRS a hand count will be used to review the FP/BP assessments completed each month by county offices. The FP/BP monthly reporting process requires that each count office report to their assigned foster care consultants the number of assessments ordered and paid including a copy of the invoice. The invoice includes the date of referral, date of removal and date of completion of assessments. A hand count of these figures will be compared to</p>	<p>the 72-hour Juvenile Court hearing. Plans presented to the developer must be determined to be feasible and then actualized.</p> <p>2nd Quarter Federal Response: HOW DO YOU INTEND TO OVERCOME THIS BARRIER IN OTHER TO ACHIEVE ACTION STEPS/MEASURABLE BENCHMARKS</p> <p>3rd Quarter Georgia Reply: We expect to accomplish the capability to collect information regarding timely completions of assessments by our target completion date and do not currently foresee any barriers.</p>

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					<p>the Internal Data System (IDS) which tracks total number of children in care. The CPRS needs additional fields to capture the statistical data of this goal. <u>Actions to be taken next quarter:</u> CPRS is in the process of design regarding FP/BP. The work schedule is set to begin March 2003 and conclude in December in December 2003.</p> <p>1. Team Meetings will begin with the CPRS developer in March 2003 to discuss changes to the system. 2. A final plan of all improvements to CPRS will be finalized by April 2003.</p> <p>2nd Quarter Report: Two meetings were held with the CPRS consultant and developer during this reporting period. The work plan should be finalized by May 2003. An entire section devoted to FP/BP statistics is being developed for CPRS. FP/BP fields to be added to CPRS include: Date of Removal; Date of Referral; Date of Completion; Date of MDT Meeting; DSM Iv Diagnosis; Mental Health Recommendations; Date of Referral to Mental Health; Date of Mental Health Report; Date of Closure of Mental Health Service. The addition of these fields will ensure that CPRS is able to capture and report information about Mental Health assessments</p>	

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					<p>of children entering foster care. Method for measuring achievement: Information needed to evaluate the timely completion of FP/BP assessments is available in the FP/BP monthly report. Until the fields are added to the CPRS a hand count will be used to review the FP/BP assessments completed each month by county offices. The FP/BP quarterly reporting process requires that each county office report to their assigned foster care consultants the number of assessments ordered and paid including a copy of the invoice. The invoice includes the date of referral, date of removal and date of completion of assessments. A hand count of these figures will be compared to the Internal Data System (IDS) which tracks total number of children in care. The CPRS needs additional fields to capture the statistical data of this goal.</p> <p>3rd Quarter Report: The Case Plan Reporting System (CPRS) has been trained on and implemented in all 159 Georgia counties. DFCS policy mandates its use. Functionality to capture data about First Placement Best Placement is being added to CPRS by 12/03. Reporting will assist in data collection about recommendations made during</p>	

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					<p>the comprehensive assessment and the state's ability to provide the recommended resources. This information will be available by county, region, and state. Currently, the system has been enhanced to capture dates that children receive health, psychological, and dental exams.</p> <p>DOCUMENTATION:</p> <p>Screen Print - Child and Family Well-Being 3 -- Item 23</p>	
Mar. 2002	O3. Select validated instruments for risk assessment as well as more comprehensive diagnostic assessments for mental health, mental retardation and substance abuse	Sept. 2003 3rd Quarter: Requesting ACF approval to extend the date to June 2004. Staff leadership for Item 23 and this Action Step has changed and will take time for newly appointed leadership to become familiar with the action step.	Betty Wrights, Dawne Morgan, Juanita Blount-Clark	Completed list of approved instruments.	<p>1st Quarter Report: This goal was inadvertently marked as "completed" on the federally approved PIP Work Plan Detail Table - Appendix O. However, the date of September 2003 remains the same. The work group met several times to develop specific tasks and review the findings of Governor Barnes' Action Group for Out of Home Placement. Method for measuring achievement: A comprehensive list of commercially available risk assessment and mental health assessment tools with validation reports is needed for comparison and selection. Validation risk and mental health assessment and diagnosis tools will be selected and agreed upon. <u>Actions for next quarter:</u> 1. Meet with work team to compile list of commercially</p>	<p>The legal and HIPAA implications of sharing information across agencies is being explored. Issues of confidentiality, releases of information and similar matters is being discussed with the legal teams of each agency.</p> <p>HOW DO YOU PLAN TO OVERCOME THIS BARRIER, OR RESOVLED THIS BARRIER?</p> <p>3rd Quarter Georgia's Reply: Effective 3/7/03 the Division disseminated information to all employees outlining its plan for compliance with HIPPA to be achieved by 4/14/03. Information may be accessed on the internet at www.hinna.dhr.state.ga.us and</p>

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					<p>available validation tools. 2. Review tools currently in use within the State agencies. 3. Determine what tools will be selected for risk assessment, mental health, and mental retardation and substance abuse assessments.</p> <p>2nd Quarter Report: A comprehensive list of commercially available risk assessment and mental health assessment tools with validation reports is needed for comparison and selection. Representatives from DFCS, Division of Mental Health, Developmental Disability and Addictive Disease (MHDDAD), Department of Public Health (DPH) and Department of Juvenile Justice (DJJ) have met regularly throughout this reporting period to explore common screening and assessment tools. The screening and assessment tools of each agency were inventoried and compared including brief descriptions, reason for use and what age or issues each tool was appropriate to address. This effort continues; however, it does not appear that a standard single assessment will result for all agencies' usage. There needs to be a choice depending on the age and issues</p>	http://www.hhs.gov/ocr/hippa

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					<p>of the child as well as ensuring that the requirements imposed by the accreditation bodies of each agency are met. It is clear that many of the same instruments are used by several agencies. Thus, the work group plans will also focus on how to reduce duplicative efforts by sharing screening and assessment information.</p> <p>3rd Quarter Report: Due to changes in staff and leadership for this action step additional time is required for review of the screening and assessment tools inventoried earlier. Once the tools are categorized discussions may continue as to how best to encourage agencies to accept each others assessments if they are timely and meet the presenting needs of the children.</p>	
Mar. 2002	04. Develop and enforce statewide multi-agency protocol for assessment, including necessary confidentiality safeguards. Determine utilization by all counties of	June 2004	Betty Wrights, Dawne Morgan, Juanita Blount-Clark, Governor's Action Group	Development and enforcement of formal agreements between agencies to use common assessment protocol.	1st Quarter Report: In January 2002, Georgia Governor Roy Barnes named 32 individuals from the public and private sector to form The Governor's Action Group for Safe Children. The final report was published December 30, 2002. One of their charges was to develop a unified state vision regarding children's services including creating a system of data and information sharing among	<p>The legal and HIPAA implications of sharing information across agencies needs to be explored. Issues of confidentiality, releases of information and similar matters is being discussed with the legal teams of each agency.</p> <p>HOW DO YOU PLAN TO OVERCOME THIS BARRIER. OR</p>

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	approved instruments pursuant to protocol.				<p>agencies, providers, advocacy groups and the courts. This Interagency Agreement was the first step in bringing together all Georgia agencies that provide programs and services to children and their families, with the express purpose of providing an enforceable road map for coordinated service delivery. The intent is to formalize the State's commitment to break down real and perceived barriers to this coordination. This Agreement laid out outcomes, timelines, and specific deliverables related to achieving this goal. This has resulted in tentative (unsigned) agreements between the Department of Human Resources, Department of Juvenile Justice, Department of Community Health, Department of Education, Georgia Technology Authority, Council of Juvenile Court Judges, Family Connection and the Office of the Child Advocate. If the assessment protocol is developed, it will need to be determined how to ensure that all counties are utilizing the tool. . A common assessment protocol is needed in order to have a seamless, effective and efficient system of service provision.</p> <p>Actions for next reporting quarter: The agreement between the different agencies has not been ratified. A common assessment</p>	RESOVLED THIS BARRIER?

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					<p>protocol has been discussed but is yet to be developed including necessary confidentiality safeguards. A copy of the final report has been provided to incoming Governor Perdue and his transition team. Governor Perdue's plans to address this need is under consideration at this time.</p> <p>2nd Quarter Report: Accomplishing this goal is contingent upon selecting validated instruments for risk assessment as well as more comprehensive diagnostic assessments for mental health, mental retardation and substance abuse, which is in progress. Representatives from DFCS, MHDDAD, DPH and DJJ are meeting regularly this reporting period. Once the screening/assessment efforts have concluded and recommendations formulated, a draft protocol will be presented to the appropriate commissioners. The protocol will encourage partnership with other agencies in accepting their screening / assessment tools.</p> <p>3rd Quarter Report: Same as Action Step 3.</p>	

Goal: The statewide multi-agency protocol will include a formal communication process for dissemination of assessment findings for case plan development.

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Mar. 2002	O5. Develop a CPRS supervision tool to ensure comprehensive assessment findings are followed in the case plan and training. Determine percent of staff case plans that reflect strengths and needs identified in the comprehensive assessment.	June 2004	Betty Wrights, Field Directors, County Directors, County Supervisors, Joe Wassell, Juanita Blount-Clark, Kelli Stone	Actualize ability to gather data through CPRS.	<p>1st Quarter Report: Presently, CPRS does not have the capability to serve as a supervision tool. However, the system is being redesigned to include a First Placement/Best Placement component, which will include data fields that will ensure CPRS is capable to capture information about mental health assessments of children entering foster, care. Supervisors will be able to query for reports for those case managers under their supervision to ensure that recommendations listed are reflected in the case plan and that follow-up deadlines are met. The capability to quantify the percent of case plans which reflect findings from the assessment will be explored further with the CPRS developer. Method for measuring achievement: Additional fields must be added to the CPRS to meet this goal.</p> <p>Actions to be taken next quarter: 1. Team meetings will begin with the CPRS developer to discuss changes to the system. 2. A final plan of all improvements to CPRS will be finalized in April 2003.</p> <p>2nd Quarter Report: Supervisors will be able to query for reports for those case managers under their supervision to ensure that recommendations listed are reflected in the case plan and that follow-up deadlines are met. The</p>	Presently, CPRS does not have the capability to serve as a supervision tool. The capability to quantify the percent of case plans which reflect findings from the assessment will be explored further with the CPRS developer.

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					<p>capability to quantify the percent of case plans, which reflect findings from the assessment, is being explored with the CPRS developer.</p> <p>Two meetings were held with the CPRS consultant and developer during this reporting period. CPRS presently does not have the capability to compare the FPBP Assessment to the actual case plan. These specifications have been shared with the CPRS programmer to determine the feasibility. The work plan should be finalized by May 2003.</p> <p>3rd Quarter Report: Functionality to capture data about First Placement Best Placement is being added to CPRS by 12/03. Reporting will assist in data collection about recommendations made during the comprehensive assessment and the state's ability to provide the recommended resources. This information will be available by county, region, and state.</p>	

Goal: Case managers have the capacity to work closely with children and families in order to ensure sustained access to needed treatment resources.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2003	06. 1. Revise Case managers' job requirements to ensure focus on mental health needs of the child and family as defined in the comprehensive	June 2004	Jim Martin, Juanita Blount-Clark	Funding appropriated to hire enough staff to keep caseloads manageable. Caseloads will decrease dramatically toward meeting CWLA standards.	1st Quarter Report: Case managers job requirements have not been revised to ensure focus on mental health. At this time, preliminary data is being compiled to accomplish this goal. The latest data available for caseload studies was taken over a twelve-month average ending June	Case managers job requirements have not been revised to ensure focus on mental health. Currently, the numbers available for caseload count are based on allocated positions and

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	<p>assessment (streamline and eliminate duplicative requirements). Job requirements will be more specific to meeting the needs of the family.</p> <p>2. Conduct study of caseworker caseloads using only the positions actively working a caseload in order that a true and accurate caseload accounting can be made.</p>				<p>30, 2002. At that time the current caseload for staff in Child Protective Services was eighteen and in Placement was twenty-one. The rates did not reflect the impact of case distribution due to employee absence for extended sick leave or family leave. Additionally, the Georgia Office of the Child Advocate completed a detailed survey September 15, 2002 with a 100% response from the 159 counties regarding caseloads, staffing and education/experience. The survey found that caseloads varied from 19 to 30 depending on the size of the county with the average statewide being 25.36 per worker. This information will assist in the process of gaining a true and accurate caseload accounting.</p> <p><u>Method for measuring accomplishments:</u> Current IDS caseload accounting, survey completed by the Office of the Child Advocate and Social Services Series job descriptions. Completed job study analysis and functionality in current accounting system to provide accurate caseload numbers. Currently, the numbers available for caseload count are based on allocated positions and average number of cases for a specific period. Actions to be taken next quarter: 1. A job study analysis will be completed. 2. Functionality in the computer system will be addressed to determine if more accurate caseload</p>	average number of cases for a specific period.

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					<p>accounting is possible. The start date for this goal is January 2003. Thus the preliminary work accomplished is reasonable.</p> <p>2nd Quarter Report: The latest data available for caseload studies was taken over a twelve-month average ending June 30, 2002. At that time the current caseload for staff in Child Protective Services was eighteen and in Placement was twenty-one. The rates did not reflect the impact of case distribution due to employee absence for extended sick leave or family leave. Additionally, the Georgia Office of the Child Advocate completed a detailed survey September 15, 2002 with a 100% response from the 159 counties regarding caseloads, staffing and education/experience. The survey found that caseloads varied from 19 to 30 depending on the size of the county with the average statewide being 25.36 per worker. This information will assist in the process of gaining a true and accurate caseload accounting.</p> <p>3rd Quarter Report: Due to changes in staff and leadership for this action step, additional time is necessary to further evaluate the role of case managers in relation to the focus on the mental health needs of the child and family. It is evident that with a current average caseload of 25.36 per worker the</p>	

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					ability to focus more intently in this area may be minimal. The Division with the support from the legislature through appropriated funds has been able to increase staff assignment to the various counties for 2004 through allocated 100 positions. The total increase over the past four years is 471 positions.	

Goal: Development of a statewide vision for coordinated service delivery system to children and families.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2002	07. Support the on-going development of resource lists, working with United Way and other existing resource databases.	Mar. 2003 2nd Quarter Federal Response: <i>Was this fully accomplished? What can the State give us to show this has been achieved?</i> 3rd Quarter Georgia's Reply: <i>Yes this was achieved and see 2nd Quarter Report for United Way lists.</i>	Jim Martin, Juanita Blount-Clark, David Hellwig, Normer Adams	Current and accurate Georgia resource listing becomes available.	1st Quarter Report: The Georgia Association for Homes and Services for Children has established an online database at www.referralcentral.info , which is the logical starting point for this benchmark. Also, www.caresolutions.com carries the list of Safe and Stable Families resource guide, which is also a starting point. <u>Method for measuring achievement:</u> A comprehensive list of county-by-county resources compiled and distributed via internet and hardcopy. Provisions for continual updating to be included. Activities have been directed toward gathering information currently available. <u>Action for next quarter reportina:</u> 1. A listing of	The cost of maintenance and continued development of the websites could present a barrier. Further, since the websites are hosted by contract (Care Solutions) and private providers (GAHSC) control of the content, frequency of updates, security and other Internet issues are outside of DHR control. 2nd Quarter Federal Response: WILL THIS IMPACT THE ABILITY TO ACHIEVE YOUR INTENDED

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>resources both in hard copy and via Internet will be compiled. 2. A county-by-county survey of available resources to be initiated. 3. A meeting with the United Way, other database maintainers and stakeholders will be initiated to determine the most effective and efficient manner to meet this goal. 4. Determination will be made as to how to best disseminate information to case managers.</p> <p>2nd Quarter Report: The following social services resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children (www.referralcentral.net). This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at www.caresolutions.com . PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the</p>	<p>OUTCOME IN THIS AREA? 3rd Quarter Georgia's Reply: The state maintains a positive working relationship with these agencies and we do not foresee any negative impact on the outcome of this action step.</p>

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					<p>Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments. Research regarding the United Way call centers (which may be reached by dialing 2-1-1) yielded the following: United Way 2-1-1 of Central Georgia 1-866-680-8924. Macon, Central Georgia Area Served: Baldwin, Bibb, Crawford, Hancock, Houston, Jasper, Jones, Macon, Monroe, Peach, Pulaski, Putnam, Twiggs, Washington and Wilkinson counties.</p> <p>Community Connection of Northeast GA. (800) 924-5085 Athens, Northeast GA Area served: Barrow, Clarke, Elbert, Franklin, Greene, Jackson, Madison, Morgan, Oconee, Oglethorpe, Walton, Newton, Wilkes</p> <p>CONTACT Helpline (706) 327-0199</p>	

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					<p>Columbus Area served: Chattahoochee, Harris, Marion, Muscogee, Talbot; Alabama counties: Lee, Russell</p> <p>United Way of Hall County (770) 536-1121 Gainesville Area served: Hall County</p> <p>United Way of Metropolitan Atlanta (404) 614-1000 Atlanta Metro Area Area served: Butts, Clayton, Gwinnett, Henry, Rockdale, Cherokee, Cobb, Coweta, DeKalb, Douglas, Fayette, Fulton, Paulding</p> <p>United Way of Northwest Georgia (706) 278-9230 Dalton Area served: Whitfield, Murray, Gordon</p> <p>United Way of the Coastal Empire (912) 651-7700 Savannah Area served: Bryan, Chatham, Ffinaham</p>	

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					<p>Valdosta & Albany should be operational in the next 6 months. Augusta, hopefully this year.</p> <p>Tammie W. Collins, MSW Senior Vice President Community Services Division United Way of Central Georgia 277 Martin Luther King Jr., Blvd. Suite 301 Macon, GA 31201-0513 478-745-4732 ext. 103 Fax 478-741-1731 tcollins@unitedwaycg.com Learn more at www.unitedwaycg.com United Way makes your caring count</p> <p>3rd Quarter Report: <u>Achieved.</u> See 2nd quarter report.</p>	
Sept. 2002	<p>08. 1. Begin development of statewide database on children's mental health resources -- focusing on needs identified (in assessment process) for which no service is currently available</p> <p>2. CPRS will be</p>	June 2004	Jim Martin, Juanita Blount-Clark, Georgia Technology Ass. (GTA), Office of Planning and Budget, John Hurd	Improved cross-agency data on children's mental health, mental retardation and substance abuse needs become available and is used by multiple agencies when budget planning.	<p>1st Quarter Report: The Georgia Association for Homes and Services for Children has established an online database at www.referralcentral.info, which is the logical starting point for this benchmark. Also, www.caresolutions.com carries the list of Safe and Stable Families resource guide, which is also a starting point. Method for</p>	The cost of maintenance and continued development of the websites could present a barrier. Further, since the websites are hosted by contract (Care Solutions) and private providers (GAHSC) control of the content, frequency of updates, security and

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	amended to include data collection for recommendations made during the assessment process.				<p>measuring achievement: A comprehensive list of county-by-county resources compiled and distributed via internet and hardcopy. Provisions for continual updating to be included. Activities have been directed toward gathering information currently available.</p> <p>Action for next quarter reporting: 1. A listing of resources both in hard copy and via Internet will be compiled. 2. A county-by-county survey of available resources to be initiated. 3. A meeting with the United Way, other database maintainers and stakeholders will be initiated to determine the most effective and efficient manner to meet this goal. 4. Determination will be made as to how to best disseminate information to case managers.</p> <p>2nd Quarter Report: The following resources are social services resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children (www.referralcentral.net). This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services. nsvchiatric</p>	<p>other Internet issues are outside of DHR control.</p> <p>2nd Quarter Federal Response: WILL THIS IMPACT THE ABILITY TO ACHIEVE YOUR INTENDED OUTCOME IN THIS AREA?</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at www.caresolutions.com . PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments.</p> <p>CPRS is in the process of being revised. Meetings have been held with the developer to discuss amending the system to collect recommendations from the First Placement Best Placement Assessment and to determine how the recommendations are ultimately reflected in the case plan.</p> <p>3rd Quarter Report: Revisions to the CPRS are underway and expected completion date is 12/03</p>	
Sept. 2002	O9. Identify through database the areas most in need of	June 2004	Jim Martin, Juanita Blount-Clark, John Hurd	Agencies jointly identify critical systems gaps and recommend	1st Quarter Report: The database has not been developed. Thus. studies on	All existing resources have not been accounted for. Efforts need to

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	resource development and begin development strategies to meet those needs. A listing of resources both in hard copy and via the internet will be started. A visual representation of available resources will be developed along with a paper analysis to determine service gaps and geographical areas in need of service.			budget priorities as a system.	<p>gaps in available resources have not been determined. The internet and hard copy resources currently in use may be adequate to initiate a gap analysis. A comprehensive list of county-by-county resources needs to be compiled and distributed.</p> <p>Actions for next quarter: 1. A listing of resources both in hard copy and via the internet will be started. 2. A visual representation of available resources will be developed along with a paper analysis to determine service gaps and geographical areas in need of service.</p> <p>2nd Quarter Report: The following resources are social services resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children (www.referralcentral.net) This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at www.caresolutions.com. PSSF's</p>	continue around data collection before a determination is made about service gaps. The database has not been developed. Thus studies on gaps in available resources have not been determined.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments. Since, there is not a singular database, the information from all sources needs to be merged with existing paper database information to determine service gaps and geographical areas in need of service.</p> <p>3rd Quarter Report:</p>	
Mar. 2002	O10. Strengthen and make mandatory the Case Plan Reporting System to ensure that information about the child's mental health is documented to eliminate breaks in mental health services. Provide additional support and training so case managers can use the system effectively. (1) A tool to assess quality of the	October 2003 3rd Quarter: Requesting to extend the date to June 2004 to allow for comparisons and a structured assessment of the quality of case plans in CPRS.	Juanita Blount-Clark, Linda Doster, Kelli Stone, Consultation & Support Unit, Mentor Unit, County Directors, County Supervisors	Issue a policy statement requiring all new 30-day case plans to be completed in CPRS. Strengthen training and support of CPRS. Examine existing case plans to assure appropriate use of data fields by case managers. Evaluation: Compare current numbers of Case Plans completed	<p>1st Quarter Report: A memo was issued July 2002 to all county DFCS Directors and Field Directors mandating the use of the Case Plan Reporting System. Statewide training of case managers in use of CPRS will conclude in February 2003.</p> <p>Method for measuring achievement: 1. The Internal Data System (IDS) will be used to compare number of children entering care with the number of case plans initiated in CPRS. Additionally, the case plan will be</p>	The Internal Data System (IDS) will be used to compare number of children entering care with the number of case plans initiated in CPRS. These are two separate, non-networked databases thus the number comparisons will have to be done manually. Thus, no automatic checks occur to ensure that entering children (IDS) are

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	CPRS case plans needs to be developed. (2) Monthly comparisons of IDS entries with CPRS case plans initiated will be conducted. The information gathered in 1 and 2 will be used to determine the need for technical assistance to specific counties.			per month in CPRS and compare with the number of children entering care that same month. Conduct a structured assessment of quality on case plans in CPRS.	<p>individualized, measurable, and focused on the permanency objective. 2. A tool to assess the quality of CPRS case plans with previously documented case plans may need to be developed.</p> <p>Actions to be taken next quarter: 1. Complete CPRS training by February 2003. 2. Develop tool to assess quality of CPRS case plans. 3. Begin monthly comparisons of IDS entries with CPRS case plans initiated. Use information gathered to determine need for technical assistance to specific counties.</p> <p>2nd Quarter Report: A memo was issued July 2002 to all county DFCS Directors and Field Directors mandating the use of the Case Plan Reporting System. Statewide training of case managers in use of CPRS concluded in February 2003. Once monthly on going comparisons of IDS entries with CPRS case plans is initiated, the information gathered can determine the need for additional technical assistance to counties.</p> <p>3rd Quarter Report: The policy material is complete (see attached policy Foster Care</p>	<p>reflected in the number of new case plans in (CPRS).</p> <p>2nd Quarter Federal Response: HOW DID YOU INTEND TO ACHIEVE ALL THE ACTION STEPS, OR RESOVLED THIS?</p> <p>3rd Quarter Georgia Reply: Manual comparisons will be required.</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Services: Case Plan PIP Items 7, 9, 12, 18, 21, 23)	
Mar. 2002	O11. On the Health Screen in CPRS, add a required field that must be addressed if the case manager does not provide the 'Date of Last Psychological Assessment'. This functionality will be added during the re-write of CPRS. Develop a report to collect data from CPRS that will show case manager's appropriate use of these fields.	October 2003	Kelli Stone, Kathy Herren	During the re-writing of CPRS, assure this functionality is added in the business analysis. Evaluation: Review the system to assure these fields have been added and provide the needed functionality. Review report to assure case managers are providing information in the Mental Health sections of the Health Screen.	<p>1st Quarter Report: <u>Achieved:</u> Functionality has been added to the CPRS requiring that case managers report the Date of Last Psychological. If not entered, the CPRS requires that the case manager document why the assessment has not occurred.</p> <p>2nd Quarter Report: <u>Achieved:</u> Functionality has been added to the CPRS requiring that case managers report the Date of Last Psychological. If not entered, the CPRS requires that the case manager document why the assessment has not occurred.</p> <p>2nd Quarter Federal Response: What can the State give us to show this has been achieved?</p> <p>3rd Quarter Report/Georgia's Reply: See Screen Print - Child and Family Well-Being 3 -- Item 23</p>	

Work Plan Detail P -- Item 24, Statewide Information System

Goal: Build reliability and consistency in IDSONLINE

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
May 2002	P1. Develop training component for web based testing and classroom curriculum.	Jan. 2004	Professional Development Section, Kathy Herren	Increase in data accuracy, increase in worker competency.	<p>1st Quarter Report: A state level review of the IDS online policy, practice and procedures with the Professional Development Section has been completed. The Professional Development Section has taken the existing curriculum and will identify new and improved ways in which we can increase data accuracy and worker competency through written training materials and a web based training component. This assignment is still pending and cannot be measured against the established benchmark at this time.</p> <p>2nd Quarter Federal Response: What can the State give us to show this has been achieved?</p> <p>3rd Quarter Report/Georgia's Reply: The Professional Development Section and Athens Tech are building a web based learning component based on the curriculum design that has been completed to date. The strategy is not yet achieved.</p>	
Jan. 2002	P2. Develop an on-going communication component that identifies trends and problems against statewide reports.	June 2004	Kathy Herren, Evaluation & Reporting Section	Increase in data accuracy.	<p>1st Quarter Report: All counties need to benefit from a 'one stop' information source for the identification, resolution and opportunity to learn from the successes of all county departments. A web page for social services is under construction and will be operational in 2003. The web page will allow for system messages, FAQ's, highlighting the good works of other county offices and have access to a stand alone training site for practicing data entry. The primary objective of the web site is</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>to emphasize the importance behind accurate data collection. Once the web page is established, the Evaluation and Reporting Unit will identify a series of data elements that will be periodically selected from IDS online and county DFCS offices will have their data published along with tips for data resolution and the correct policy interpretation. This assignment is still pending and cannot be measured against the established benchmark at this time.</p> <p>3rd Quarter Report: Ongoing trend analysis reports are generated from the E&R Section of DFCS and sent to the Social Services Section for review. These data issues are forwarded to the county through their state consultant for oversight and technical assistance. The development of the web based system is under construction and will contain reports that allow for county comparison of their results against other county offices.</p> <p>2nd Quarter Federal Response: What can the State give us to show this has been achieved? 3rd Quarter Georgia Reply: Action strategy not achieved.</p>	
Jan. 2002	P3. Establish deadlines for corrections to data prior to submission of AFCARS file.	June 2004	Kathy Herren	Increase in data accuracy.	<p>1st Quarter Report: The continued use of state level monitoring of AFCARS data elements continues through quality assurance reviews, state level data evaluation and individual county resolution. All AFCARS data has been and will continue to be evaluated for problems prior to submission. With the use of social services information systems web page, county offices will be aware of data discrepancy issues every month versus waiting for the six month file to be evaluated.</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>This assignment is still pending and cannot be measured against the established benchmark at this time.</p> <p>3rd Quarter Report: Ongoing reporting and evaluation of AFCARS data is being completed and reported to the county offices on a monthly basis. With the availability of the web, in the future, these reports will be available to the county for frequent updates and reviews.</p> <p>2nd Quarter Federal Response: What can the State give us to show this has been achieved? 3rd Quarter Georgia's Reply: Action strategy is not achieved.</p>	

Goal: Increase competency skills of core user group

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Nov. 2001	P5. Develop statewide training opportunities for managers.	Nov. 2003	Kathy Herren	Completed statewide training opportunities.	There has been little work completed on this action step until we have the other pieces in place that will allow us to respond to statewide training and mentoring issues.	Identify barriers to achievement.

Goal: Enhance existing system to meet on-going data needs

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2003	P6. Merge the use of PSDS into IDSONLINE.	Dec. 2003	Kathy Herren	Completion of the merge and availability of historical data for screening.	1st Quarter Report: On January 1, 2003 all new CPS referrals will be captured in IDS online. All new referrals can have a historical search of the new data in the IDS online system immediately. We have cases that are identified as calendar year 2002 under investigation; county offices will be required to maintain two systems until March 2003. In	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					March, the existing PSDS system will be closed to data entry and allow for historical screening only. In April 2003, all screening for agency history will be terminated in the old system and managed in the new IDS online system. 3rd Quarter Report: <u>Achieved</u>. The completion of PSDS into IDS was achieved on June 30, 2003. The department does not manage two reporting systems for the collection of the child welfare data.	
Jan. 2003	P7. Expand and create additional management tools for tracking based on available data.	June 2004 <u>Delete on going action step (It is good for internal action steps. PIP duration is two years.</u>	Kathy Herren	Completion and expansion of management reports.	All management reports in IDS online are being evaluated for efficiency, duplication and usefulness. As a need is identified that may have statewide usefulness, it has been added to the current inventory. Solicitation for suggestions from state and county management staff will occur within the next 12 months so that development and implementation can be completed by the established deadline.	

Goal: Contingent upon SACWIS PAPD and IAPD approvals, to develop a Statewide Information System that is compliant with SACWIS requirements and supports the efficient, effective, timely and consistent provision of case management services.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2002	P8. Submit DFCS Case Management BPR PAPD -- Planning Advanced Planning Document - to ACF for	Sept. 2002	Michael Lynch	Release received by ACF (6/14/02). Evaluation: ACF approval of PAPD.	PAPD submitted to ACF 6/02. Received conditional approval 8/02 Submitted PAPD Response 9/02 Modified approach no longer requires BPR PAPD BPR PAPD removed from	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	approval.				consideration in 9/02 response to ACF Action Step no longer applicable	
Sept. 2001	P9. Complete DFCS Case Management Future State Design.	June 2002 (scheduled DFCS Management meeting)	Carol Veihmeyer	Presentation to DFCS Management Team (5/02). Evaluation: DFCS Management Team approval, sign off of presentation by Juanita Blount-Clark.	Action Step Achieved. BPR efforts began 7/01 and was completed 7/02 by demonstrated approval of Future State 7/15/02: DFCS Management Team and Executive Oversight Committee approval.	What can the State give us to show this has been achieved? <u>See final documentation of Current State Case Management model at the following link:</u> <u>http://dfcs.dhr.georgia.gov/02/channel.htm</u>
Oct. 2002	P10. Field Demonstration of State Design and Revise FS Model/Design as required. Work with vendor to develop project schedule Baseline project schedule Track/Monitor vendor activities and deliverables	July 2004	Kelley Harmon	Evaluation of Model (11/02). Evaluation: Revised Plan	Safe Futures Program Improvement Statement of Need finalized and released 1/13/03 Vendor selected 3/10/03 Contract awarded 3/11/03 <u>Data/resources available/needed to measure improvement:</u> Safe Futures Program Improvement Model deliverables Future State Model validation GAP Analysis Revised Future State Model <u>Methods of measuring improvements:</u> Project Manager review of deliverables	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	development Review deliverables Secure approval of deliverables				<u>Action to be taken to meet project goals:</u> The above underlined should be moved to Action Steps.	
Oct. 2002	P11. Work with vendor to develop project schedule Baseline project schedule Track/Monitor vendor activities and deliverables Review deliverables Secure approval of deliverables Development of Safe Futures Program Improvement Change Management Plan .	July 2004	Kelley Harmon	Improvement Plans developed. Evaluation: Plans presented and approved by DFCS Management Team.	Developed as part of Safe Futures Program Improvement SON (SFPI-SON) Safe Futures Program Improvement Statement of Need finalized and released 1/13/03 Vendor selected 3/10/03 Contract awarded 3/11/03 What can the State give us to show this has been achieved Contract award announcement (See attachment) <u>Data/resources available/needed to measure improvement:</u> Project Management SFPI-SON vendor Revised Future State Model Future State Model validation Current/future state gap analysis <u>Method of measuring improvement:</u>	What can the State give us to show this has been achieved

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVING GOAL
					<p>SPFI project status reports</p> <p>SFPI deliverable approval</p> <p>Actions to be taken to meet goal:</p> <p>Move to Action steps column.</p>	
April 7, 2003	P12. Safe Future Program Improvement Contract Management	July 2004	Kelley Harmon	Scheduled Deliverables	<p>Vendor on Board 4/03</p> <p>Tentative project schedule developed</p> <p>Data resource available/needed to measure improvement:</p> <p><u>Deliverable submission by Vendor and approval by DHR/DFCS</u></p>	
August 2002	P13. Planning Contractor Procurement -- new contract approved by ACF.	<p>Requesting date change to May 2003</p> <p>Provide reason(s) for requesting a date change.</p> <p>Reasons for requesting date change from 10/02 to 5/03 (7 month change):</p> <p>Original 10/02 completion date assumed approval of PAPD/SON 8/02; Actual approval received 12/02 (4 month</p>	Michael Lynch	<p>ACF approved SON (12/02). Proposals reviewed. Selected vendor. Planning Contract in place (5/03).</p> <p>Evaluation: Plans presented and approved by DFCS Management Team.</p>	<p>PAPD submitted 6/02</p> <p>Response to 6/02 PAPD request for additional information submitted 9/02.</p> <p>ACF Approval 12/02</p> <p>Response to 12/02 request for additional information submitted 2/03</p> <p>SACWIS SON released 11/02 for vendor to develop RFP and IAPD</p> <p>Completed review of vendor proposal and submitted vendor recommendation 3/03</p> <p>Vendor recommendation Approved 3/03</p> <p>Submitted Planning Vendor</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
		change) Vendor response time to SON extended based on ACF feedback (2 month change) Plan assumed ACF approval of Vendor selection in 30 days instead of 60 days (1 month change)			<p>SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and approval 3/03. Received ACF approval of contract for the planning phase 5/03</p> <p><u>Data/resources available/needed to measure improvement:</u></p> <p><u>Method of measuring improvements:</u> Response from ACF Have you received response from ACF? Received ACF approval of contract for planning phase 5/03</p> <p><u>Actions to be taken to meet projected goals:</u> Move to Action steps column. Finalize Planning Vendor Contract following ACF approval</p>	
Oct 2002	P14. SACWIS Technical Design	Feb. 2003	Michael Lynch	Detail Functional Requirements Detail Svstem	Eliminated from SACWIS Planning SON at ACF request.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Development.			Requirements Information Architecture Hardware/Software Requirements Evaluation: Present Detailed Future State Design for approval.	<u>Track as part of SACWIS IAPD/RFP Development activity</u> <u>(DOES THIS STATEMENT REPRESENT ACCOMPLISHMENT?)</u> <u>No</u>	
Oct. 2002 Request date change to July 2003 <u>Reason for requesting date change:</u> 10/02 start date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03; Projected vendor start 7/03	P15. Complete SACWIS Feasibility Study.	<u>Requesting date change to Sept. 2003</u> <u>Provide reason(s) for requesting a date change.</u> 11/02 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03; Projected vendor start 7/03	Michael Lynch	Completed System Alternative Analysis. Evaluation: Presentation of Alternatives and approval of system acquisition.	Statement of Need (SON) for SACWIS Planning and IV&V included in 6/02 PAPD submitted to ACF for approval. DHR agreed with ACF recommendations to incorporate detailed technical design information into IAPD/RFP under an approved PAPD. SACWIS Statement of Need released 11/26/02 for vendor to develop RFP and IAPD. <u>Completed review of vendor proposal and submitted vendor recommendation 3/03</u> <u>Vendor recommendation approved 3/03</u> <u>Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and approval 3/03.</u> <u>Received ACF approval of</u>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>contract for the planning phase 5/03</p> <p><u>Data /resources available/needed to measure improvement:</u></p> <p>Project Management structure, SACWIS Safe Futures Project structure needed ACF decision regarding Georgia's Planning Vendor Procurement process Received 5/03</p> <p>SACWIS Planning vendor contract DFCS Case Management Future State design/automation requirements</p> <p><u>Method of measuring improvement:</u></p> <p>Response from ACF Received 5/03 Planning Vendor start IAPD/RFP Deliverables Monitor status of required approvals</p> <p><u>Actions to be taken to meet projected goals:</u></p> <p>Move to Action steps column. Finalize Planning Vendor</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Contract following ACF approval	
Oct. 2002 Request date change to July 2003 Reason for requesting date change: 10/02 start date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03; Projected vendor start 7/03	P16. Complete Cost Benefit Analysis. Evaluation: Presentation of Cost/Benefit.	Requesting date change to Sept. 2003 Provide reason(s) for requesting a date change. Reason for requesting date change: 12/02 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03; Projected vendor start 7/03	Michael Lynch	Completed Cost/Benefit Analysis Request change in date to 9/03.	SON for SACWIS Planning and IV&V included in 6/02 PAPD submitted to ACF for approval. SACWIS SON released 11/02 for vendor to develop RFP and IAPD. Completed review of vendor proposal and submitted vendor recommendations 3/03. Vendor Recommendation approved 3/03 Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and approval 3/03 Received ACF approval of contract for the planning phase 5/03 <u>Data/resources available/needed to measure improvements:</u> Project Management structure SACWIS Safe Futures Project structure needed ACF decision regarding Georgia's Planning Vendor Procurement process; Received 5/03 SACWIS	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVING GOAL
					<p>Planning Vendor contract SACWIS Implementation project plan and cost estimates</p> <p>Method of measuring improvements: Response from ACF; IAPD/RFP Deliverables Received 5/03 Planning vendor start Monitor status of required approvals</p> <p>Actions to be taken to meet projected goal: Move to Action steps column. Finalize vendor contract following ACF approval</p>	
<p>Oct. 2002 Request date change to July 2003 Reason for requesting date change: 10/02 start date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning</p>	<p>P17. Develop SACWIS IAPD/RFP.</p> <p>Finalize planning vendor contract after ACF approval</p> <p>Finalize implementation vendor contract</p>	<p>Requesting date change to Sept. 2003 Provide reason(s) for requesting a date change. Reason for requesting date change: 12/02 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor</p>	Michael Lynch	<p>Released IAPD and RFP. Evaluation: Approved IAPD and RFP.</p>	<p>SON for SACWIS Planning and IV&V included in 6/02 PAPD submitted to ACF for approval. SACWIS SON released 11/02 for vendor to develop RFP and IAPD. PAPD approval by ACF 12/02 Completed review of vendor proposal and submitted vendor recommendation 3/03 Vendor Recommendation approved 3/03 Submitted Planning Vendor</p>	ACF approval of Planning Vendor procurement plan

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
planning vendor contract approval 5/03; Projected vendor start 7/03	after ACF approval	planning vendor contract approval 5/03; Projected vendor start 7/03			<p>Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and update PAPD budget to ACF for review and approval 3/03 Received ACF approval of contract for the planning phase 5/03</p> <p><u>Data/ resources available/needed to measure improvements:</u> Project Management structure SACWIS Safe Futures Project structure needed ACF decision regarding Georgia's Planning Vendor Procurement process; Received 5/03 SACWIS Planning vendor contract DFCS Case Management/Child Welfare automation requirements ACF decision regarding Georgia's Implementation Vendor Procurement process</p> <p><u>Method for measuring improvements:</u> Response from ACF; Received 5/03 Planning vendor start</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVING GOALS
					<p>IAPD/RFP Deliverables Monitor status of required approvals</p> <p>Actions to be taken to meet projected goals: Move to Action steps column.</p>	
March 2003	<p>P18. Implementation Contractor Procurement -- new contract approved by ACF. Evaluation: Approved Contract in place.</p>	<p>Requesting date change to Sept. 2004 Provide reason(s) for requesting a date change 12/02 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03; Projected vendor start 7/03</p>	Michael Lynch	<p>ACF approved SON. Proposals reviewed. Selected vendor. Implementation contract in place 06/ 04.</p>	<p>Planning SON released 11/20/02. This will lead to RFP development and contractor procurement.</p> <p>Completed review of vendor proposal and submitted vendor recommendation 3/03 Vendor Recommendation approved 3/03 Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and approval 3/03 Received ACF approval of contract for the planning phase 5/03 Data resources available/needed to measure improvement: Addition from federal response Project Management structure</p>	ACF approval of Planning Vendor procurement

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVING
					<p>SACWIS Safe Futures Project structure needed</p> <p>ACF decision regarding Georgia's Planning Vendor Procurement process ;</p> <p>Received 5/03</p> <p>SACWIS Planning Vendor Contract</p> <p>DFCS Case Management Future State design/automation requirements</p> <p>ACF decision regarding Georgia's Implementation Vendor Procurement process</p> <p>Implementation Vendor contract</p> <p>Program Improvement Change Management Plan</p> <p>Method for measuring improvements: Addition from federal response</p> <p>Response from ACF for Planning Vendor; Received 5/03</p> <p>IAPD/RFP Deliverables</p> <p>Planning vendor start</p> <p>Monitor status of required approvals</p> <p>Receipt of vendor proposals</p> <p>Proposal evaluation results</p> <p>Response from ACF for Implementation Vendor</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVING
					<p>Actions to be taken to meet project goals: Move to Action steps column. Panning vendor kick-off 7/03 Submit SACWIS IAPD/RFP for ACF approval 9/03 Receive ACF approval of IAPD and RFP 11/03 Release RFP 11/03 Receive proposals and conduct evaluation 4/04 ACF approval of SACWIS Vendor procurement process 6/04 SACWIS vendor kick-off 6/04</p>	
June 2003 Requesting date change to June 2004 Reason for requesting date change: 6/03 start date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03	P19. Release I Evaluation: Release meets stated quality and performance standards.	Dec. 2003 Requesting date change to June 2005 Reason for requesting date change: 12/03 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03 Projected planning vendor start 7/03 12/03	Michael Lynch	Selected vendors working on release. Release piloted. Roll out plan approved. Release I operational Statewide.	???	???

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Projected planning vendor start 7/03 6/03 start date based on ACF IAPD/RFP approval of Implementation contract 6/03; Projected approval 6/04		start date based on ACF IAPD/RFP approval of Implementation contract 6/03; Projected approval 6/04				

Work Plan Detail Q -- Items 35-37, State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
August 2002	Q1. Conduct a statewide needs assessment of existing support services to determine gaps in service array and accessibility to include mental health, family violence, substance abuse treatment, and post treatment services, treatment continuum for sexual abuse, intensive in-home services, out of home services to include the immediate availability of foster homes, medically fragile foster homes, and therapeutic foster homes.	March 2004	David Hellwig, Amy Hale, Betty Wrights, County Directors, County Supervisors, Social Services Quality Task Force, Consultation & Support Unit	Compile and disseminate a report of findings.	<p>1st Quarter Report: A preliminary assessment of existing state and federally funded support services has been completed. Resources surveyed to date include services provided through or outsourced by (1) DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD), (2) DHR-DFCS Office of Community Services Domestic Violence Program, (3) DHR-DFCS-FC First Placement Best Placement and (4) DHR-DFCS-FC Promoting Safe and Stable Families Program.</p> <p>State funded mental health services are currently delivered through eight regional hospitals, 26 community service agencies and a network of private providers. Domestic Violence shelters funded by the state Office of Community Services includes 41 certified family violence programs, operated by private, non-profit organizations. They provide 24-hour crisis lines, legal and social service advocacy, children's programs, parenting support and education. 38 of these programs also offer emergency</p>	

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					<p>safe shelters.</p> <p>Community based child and family services funded by DHR-DFCS Promoting Safe and Stable Families Program includes 134 private, non-profit agencies across the state. Authorized by the Adoption and Safe Families Act of 1997, these agencies deliver a full continuum of child abuse prevention, early intervention, and family preservation, reunification and adoption promotion services. Services are currently available to families in 143 counties statewide. Service accessibility has been enhanced through delivery in a variety of community-based settings including, Family Resource Centers, Schools, Domestic Violence Shelters, Residential and Day Substance Abuse Treatment Facilities, Hospitals, Therapeutic Treatment Facilities, CASAs, Colleges of Social Work, Church based organizations and community-based Family Visitation centers throughout the state. In January 2002, Governor Roy Barnes convened 32 individuals representing public and private sectors to the Governor's Action Group for Safe Children to assess and develop a plan for safe placements for children in state custody. The assessment included the immediate availability of foster homes. medially fragile foster</p>	

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					<p>homes and therapeutic foster homes. The Action Group met from January through August 2002 to develop findings and recommendations.</p> <p>2nd Quarter Report: Achievement. The number of agencies required to conduct a thorough assessment of all existing support resources requires the full input of several DHR Divisions and child and family advocacy agencies. 2nd Quarter Federal Response: (THIS STATEMENT APPEARS TO BE A BARRIER TO ACHIEVEMENT) Coordination with the office of Evaluation and Reporting and the Barton Law Clinic has been requested to facilitate the analysis and documentation of statewide service array, accessibility and geographic distribution.</p> <p>2nd Quarter Federal Response: HAVE YOU ACHIEVED THIS TASK? 3rd Quarter Report/Georgia's Reply: No, the task has not been achieved. Work is in progress.</p>	
Jan. 2003	Q2. Collaborate with providers, stakeholders and consumers to address gaps in the service array and develop a continuum of services	March 2003 Requesting a date change to March 2004 to coincide with the work in Action Step 1.	Sarah Brownlee, Betty Wrights, Amy Hale, David Hellwig, Ann Dennard Smith	Funding and resource allocation plan to address identified gaps in service array and geographic accessibility.	<ul style="list-style-type: none"> 1st Quarter Report: The Division hosted the FFY 2003 PSSF Bidders Conference to provide information and technical assistance to public and 	

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	accessible statewide.				<p>private non-profit entities and county departments interested in developing or enhancing community service resources for children and families. More than 200 agency representatives in attendance were provided information on the PSSF Program and funding process, federal and state funding objectives and desired outcomes for children and families served by the state of Georgia. Relevant information was shared on the CFSR process, findings and recommendations for program improvement, with particular emphasis on the current array of services and the development of supports and services in under resourced counties.</p> <ul style="list-style-type: none"> Targeted funding for the FFY 03 cycle has effectively increased the number, quality and array of services for children and families at-risk and children confirmed as maltreated. PSSF Services are now accessible in 91% of the state with service delivery 	

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					<p>in 143 counties statewide.</p> <p>A report of the findings and recommendations born out of the Governor's Action Group for Safe Children was released in January 2003. The report identified corrective systemic options and practices and recommendations.</p> <p>2nd Quarter Report: The Division hosted a series of four regional PSSF Training and Networking Sessions in March of 2003. More than 500 county department directors, supervisors, cps/placement staff and community based providers attended the regional sessions. Information was provided on the PSSF Program, federal and state funding objectives and desired outcomes for children and families served by the state of Georgia. Relevant information was shared on the CFSR process, findings and recommendations for program improvement, with particular emphasis on the current array of services and the development of supports and services in under resourced counties.</p> <p>The sessions provided an opportunity for staff and providers to assess on a regional level the current array of supports and</p>	

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					<p>services funded by the PSSF program, identify geographical gaps in service accessibility and begin resource development planning discussions to assure that a full continuum of services are accessible statewide.</p> <p>Targeted PSSF funding for the FFY 03 cycle has effectively increased the number, quality and array of services for children and families at-risk and children confirmed as maltreated. PSSF Services are accessible in 91% of the state with service delivery in 143 out of 159 counties statewide.</p> <p>2nd Quarter Federal Response: HAVE YOU ACHIEVED THIS TASK? DUE DATE WAS MARCH 2003. What can the State give us to show this has been achieved?</p> <p>3rd Quarter Report/Georgia's Reply: <i>Work in process.</i></p>	
June 2002	<p>Q3. Compile and post a comprehensive web-based directory of existing local and statewide service resources. Resource Directories will be made available to all front line case managers and supervisory staff.</p>	<p>Dec. 2002 and on-going 1st Quarter Federal Response: DELETE AND ONGOING</p>	<p>Ann Dennard Smith, Andy Barclay, Normer Adams, United Way 211</p>	<p>Monthly monitoring of web site to determine frequency usage.</p>	<p>1st and 2nd Quarter Reports: <u>Achieved.</u> To increase staff knowledge of and access to existing service resources, the following resources are now available on the internet: GAHSC's Referral Central.net currently posts an on-line resource directory of statewide providers of children's services, which includes, FP/BP Assessment Providers.</p>	<p>Cost associated with ongoing site maintenance and updates.</p>

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					<p>Emergency Shelters, Family Preservation and Counseling Services, Psychiatric Hospitals, Therapeutic Treatment Facilities, Private Foster Care Agencies, Therapeutic Group Homes and Transitional Youth Services.</p> <p>PSSF 2003 Service Provider Resource Guide a Comprehensive Regional Directory of community-based child and family service agencies funded under DHR-DFCS Promoting Safe and Stable Families Program (PSSF). Services include child abuse prevention, early intervention, family preservation, reunification services and adoption promotion and support services. The resource guide is accessible on line at www.gahsc.org and www.caresolutions.com</p> <p>The DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases has produced a comprehensive listing of regional mental health resources delivered through eight state hospitals, 26 community service boards, boards of health and private providers. The Georgia Mental Health Online Sourcebook and the Substance Abuse Internet Referral Service are available on the web.</p> <p>Links to the current DHR Web Site.</p>	

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					GAHSC Referral Central and IDS On-Line are under development. 2nd Quarter Federal Response: ARE YOU MONITORING THE WEB SITE TO DETERMINE FREQUENCY USAGE-AS STATED IN MEASURABLE BENCHMARKS COLUMN? 3rd Quarter Report/Reply: Each of the agencies above have a methodology for monitoring frequency of usage.	
Nov. 2002	Q4. Develop curriculum and deliver training to staff and providers to enhance capacity to assess underlying family needs that create safety concerns for children.	October 2003 Requesting a date extension to July 2004 to allow for several reporting quarters of qualitative review reporting and implementation of the training curriculum.	Geraldine Jackson White, Evaluation and Reporting Section, Consultation and Support Section	As a part of the Annual Qualitative Case Review, a representative sample of cases will be reviewed to determine if there is demonstrated improvement in case manager's ability to adequately assess underlying family needs as reflected in improved service coordination and outcomes for families.	1st Quarter Response: In May of 2002, the DHR Promoting Safe and Stable Families Program hosted the 5 th Annual Safe Families Symposia. The fifth in a series of statewide training and technical assistance conferences, the Symposium provided an opportunity for 241 front line workers, supervisors and community based services providers to expand their practice skills in the areas of assessment driven, family centered practice. The Safe Families Symposium Series has been designed to enhance the practice, supervisory and management skills needed to improve the quality of community-based supports, services and outcomes for children and families. In direct response to CFSR Systemic Factor -- Item 35	

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					<p>Service Array, training offerings for the 2002 Symposium addressed the practice improvement recommendations of federal and state child welfare experts identified in Georgia's CFSR. Improving Outcomes: Comprehensive Assessment and Individual Family Action Plans was developed and delivered by the Child Welfare Policy and Practice Group, Montgomery Alabama. Designed to improve the practice skills of front line workers and direct service providers, the training offered an intensive overview of the interlocking steps necessary to assess and respond through service coordination, to the underlying family needs which create safety concerns for children. Topics covered included strengths-based assessment and solution focused interviewing techniques.</p> <p>2nd Quarter Response: In May of 2003, the DHR Promoting Safe and Stable Families Program hosted the 6th Annual Safe Families Symposia. The sixth in a series of statewide training and technical assistance conferences, the Symposium provided an opportunity for 280 front line workers, supervisors and community based services providers to expand their practice</p>	

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					<p>skills in the areas of assessment driven, family centered practice. The Safe Families Symposium Series has been designed to improve the quality of community-based supports and services and outcomes for children and families.</p> <p><input type="checkbox"/> In direct response to CFSR Systemic Factor -- Item 35 Service Array, training offerings for the 2003 Symposium addressed the assessment practice improvement recommendations of federal and state child welfare experts identified in Georgia's CFSR.</p> <p><input type="checkbox"/> Workshop Offerings at the 2003 Symposium included:</p> <p>Substance Abuse and Family Functioning developed and delivered by OASIS Counseling Center, was designed to explore behaviors, patterns and lifestyle habits typically seen in substance abusing families and presenting family issues. Additional workshop offerings included identification of the relational dynamics present in families affected by parental substance abuse, discussion of the disease concept of addiction, symptoms that make up the diagnosis of chemical dependency and the components of the alcohol and drug assessment.</p> <p>Mental Health Issues and Families in Crisis delivered by Judy Plecko, Director of Family</p>	

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					<p>Support and Social Work at the Marcus Institute of Emory University trained participants on how to assess the major behavioral indicators of mental illness in a family system, specific mental/brain disorders and effective interventions for improving family resiliency;</p> <p>Dynamics of Domestic Violence, delivered by Nancy Grigsby, Executive Director of the Georgia Coalition Against Domestic Violence focused on the child welfare implications of domestic violence, patterns of abuse and barriers to violence-free households, including victim and child socialization, effects of trauma and childhood abuse. The training provided valuable insight into working with families impacted by domestic violence from assessing the danger to coordinated intervention including, screening, risk assessment, child impact, safety and case planning and coordination of family resources.</p> <p>Red Flags and Rainbows, delivered by Dr. Wendy Hanevold, licensed clinical psychologist focused on skill development in the areas of family dynamic observation, identification of underlying family issues and appropriate interventions.</p> <p>Adolescent Assessment</p>	

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					<p>developed and delivered by Millicent Houston of Georgia's Independent Living Program enhanced understanding of the process for the evaluation of youth and the assessment tools used in the development of comprehensive case plan. Particular emphasis was placed in accurate identification of adolescent strengths and weaknesses in developing appropriate support and service plans.</p> <p>Mandated Reporting delivered by Andy Kogerma, Training Manager for the Georgia Academy for the Georgia Academy for Children and Youth Professionals provided an extensive overview of the types of child abuse and neglect, the signs and symptoms of maltreatment and what family support service providers, as mandated reporters should do if abuse is suspected.</p> <p>2nd Quarter Federal Response: HAVE YOU ACHIEVED THIS TASK? IF NOT, WHAT IS LEFT TO DO AND WHEN WILL IT BE DONE?</p> <p>3rd Quarter Report: The goal is not achieved. Requesting a change in completion date to allow for reporting of the qualitative case reviews and implementation of the new training curriculum. The qualitative case reviews are</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					scheduled to begin in October 2003 and the first report to state and federal partners is scheduled for January 2004 and each quarter thereafter.	

Work Plan Detail R - Item 42, The standards are applied to all licensed or approved foster family homes or childcare institutions receiving title IV-E or IV-B funds.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Dec. 2002	R1. Explore the development of uniform licensing standards for all public and private family foster homes and child-caring institutions by establishing a committee to complete the following: Analyze commonalities and differences in DFCS and DHR office of Regulatory Services (ORS) standards/policy for licensure or approval of family foster homes and child-caring institutions. Identify what agency policy and legislative requirements need to be revised and implemented to establish uniformity. Identify the impact of uniform licensing requirements on staffing and other fiscal factors.	April 2004	DFCS, ORS, Field Directors, Georgia Association of Homes and Services for Children (GAHSC), Stakeholders, Legislation Team	Conduct a series of workgroups to begin reviewing and assessing DFCS and ORS policies and procedures for foster family homes between 12-2002 and 12-2003. Complete written report issued detailing commonalities and differences in DFCS and ORS policies/standards; recommendations for revisions and fiscal implications indicated. Evaluation: A report documenting DFCS proposed changes and recommendations for the establishment of uniform foster family licensing standards, including legislative and fiscal impact.	1st Quarter Report: 1. Two meeting of core workgroups held to review and discuss steps to be taken in implementing the PIP. 2. A proposal is presently being developed to outsource the task of reviewing and completing a comparative analysis of commonalities and differences in DFCS (public) and Office of Regulatory Services (ORS) (private) standards for licensure or approval of family foster homes and child caring institutions. Method for measuring achievement: Written proposal completed and submitted for approval by 12-30-02 and proposal approved by 1-31-03. Actions to be taken next quarter: Submit proposal for approval; select contractor; completion of the comparative analysis of DFCS and ORS standards/policy for licensure of foster homes by contractor; and submission of written report. Follow-up meeting coordinated by contractor to review comparative analysis & make recommendations for change re: outcomes of comparative analysis of uniform licensing standards. 2nd Quarter Report: Meeting held with GAHSC, ORS, and DFCS. Decision made to research states	1st Quarter Report: A. Funding of contract services. 1st Quarter Federal Response: WILL IT AFFECT THE ACCOMPLISHMENT OF YOUR ACTION STEPS? IF YES, HOW DO YOU INTEND TO ACHIEVE YOUR GOAL 2nd Quarter Report: A. Inability to obtain quantitative and qualitative feedback from states that have transitioned from dual to uniform licensure. 2nd Quarter Federal Response: HOW DO YOU INTEND TO OVERCOME THIS BARRIER? 3rd Quarter Georgia Reply: All of the states that were contacted

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Make recommendations based on information gathered in steps A-C above.				<p>(Winifred Abdullah) that have transitioned from dual to uniform licensing standards for foster-adoptive homes to obtain feedback on what the process involves. A written Request for Proposal to outsource the completion of a comparative analysis of DFCS and ORS licensing standards completed and approved by social services. Method of measuring achievement: A report of research findings completed and presented to PIP committee. Proposal selected for implementation of the comparative analysis.</p> <p>3rd Quarter Report: 1. Nine states were contacted regarding licensure standards (for public and private agencies). All nine indicated the use of uniform licensing standards for all family foster homes (public and privately operated). None was aware of having used separate standards. 2. The agency's IV-E Foster Home Standards Committee agreed to adopt ORS' (private agency standards) Minimum Standards for Family Foster Homes to guide DFCS's approval of family foster homes. A draft of these standards is being reviewed by the state's Quality Task Force after which it will be reviewed by the Director's Management Team for consensus. 3. Due to funding constraints in outsourcing the</p>	<p>stated that uniform standards for licensing foster homes has always existed in their state. This will not deter the state's progress in moving toward uniform standards for licensing all family foster homes in Georgia.</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					completion of the comparative analysis of DFCS and ORS standards, this strategy was abandoned and a member of the PIP Group completed a basic comparison of the two standards. <u>See Attachments entitled <i>Minimum Standards for Family Foster Homes (DRAFT)</i> and <i>A comparison of DFCS and ORS Minimum Standards for Family Foster Home Approval</i>.</u>	
Oct. 2002	R2. Review and revise as necessary DFCS policy regarding the local county departments' waiver of minimum standard requirements for foster homes. Develop workgroup to identify and resolve problem area. Revise and implement necessary policy changes.	April 2004	DFCS, Field Directors; Stakeholders, Social Services Quality Task Force	Review present policy regarding the granting of waivers to determine compliance with ASFA (Final Rule) by 10/2002 Revision and implementation of policy limiting the granting of waivers of the minimum standards waivers by DFCS county departments by 7/2003. Evaluation: The Social Services (Foster Care) Manual is updated to reflect any new agency directives regarding the granting of waivers by 7/2003	1st Quarter Report: 1. Core workgroup met to discuss implications of this Action Step and agreed that this item would be addressed as part of the overall review for uniform licensing standards. 2nd Quarter Report: 1. This item was addressed during the quarter. It was determined by the group that both ORS and DFCS grant waivers for required foster home standards. Both require that the home, however, meet the intended purpose of the rule or policy through the implementation of equivalent procedures. The primary difference here is in the level at which waivers are granted. Only ORS grants waivers and DFCS County Directors are able to grant most waivers. The difference in the process of granting waivers lies in the overall structure and function of the two agencies (DFCS & ORS):	

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					<p>DFCS agency directors are given greater autonomy in approving homes, but this authority is guided by state policies and procedures. It was the consensus of the group that this Action Step, in and of itself, is not relevant; however, this discrepancy in procedures would be resolved with establishment of uniform licensing standards.</p> <p>Method for measuring achievement: DFCS and ORS policies governing waivers reviewed and discussed, with any discrepancies or possible resolution noted.</p> <p>3rd Quarter Report: Achieved.</p>	

Work Plan Detail S - Item 44, State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed.

Goal: Expand placement resource options.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2003	S1. A. Explore the feasibility of funding staffing strategies that incorporate the development of Regional Resource Development teams for the recruitment, preparation and approval, retention, re-evaluation, supervision and support of foster, adoptive and foster/adopt homes within the region.	April 2004	DHR Budget Office, DFCS Director, DFCS SS Director, Foster Care Unit, Office of Adoption, Placement Res. Dev. Unit	Meeting held with the Office of Planning and Budget to discuss the funding of positions for Regional Resource Development teams to meet family resource needs. Evaluation: A decision is rendered by the Office of Planning and Budget regarding the funding of regional positions by April 2004.	<p>1st Quarter Report: 1). A proposal was previously developed by members of the work group addressing the funding of Regional Resource Development consultant positions to better monitor, improve the quality and increase the overall number of family foster homes throughout the state. The proposal is currently being updated to address more current needs and will be resubmitted to the office of Planning and Budget for subsequent review by January 31, 2003. Method for measuring achievement: Proposal completed, reviewed and amended by work group as needed; comparisons of number of homes developed and children needing placement at different intervals. Present statistics as follows: Total foster homes end of SFY 01 =3,411; Total foster homes developed SFY 01 =982; Total homes closed SFY 01 =998; Children placed in family foster homes SFY 01 =10,990; Children served in foster care SFY 01 =20,745. <u>Actions to be taken next quarter:</u> Submission of proposal to the Office of Planning and Budget and meeting with OPB to review and discuss. 1st Quarter Federal Response: (MOVE UNDERLINED TEXT TO NEXT QUARTER)</p> <p>2nd Quarter Report: 1. The Division administrators have indicated that the state's present fiscal situation does not support the approval of additional staff positions at this time. In lieu of the proposed funding of Regional</p>	<p>2nd Quarter Report: The inability of CRS staff to successfully assume additional duties and responsibilities. 2nd Quarter Federal Response: HOW DO YOU INTEND TO OVERCOME THIS BARRIER?</p> <p>3RD Quarter Report/Reply: This statement represented a possible barrier, not a barrier in actuality. As with DFCS procedures in general, duties may be reassigned to effect their completion. Goal Achieved.</p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Resource Development positions, a Comprehensive Resource Development Plan, developed at the request of the Division Director, proposes a broadening of job duties of staff from another program area (Community Resource Specialist in Economic Support) to include the public relations and community outreach aspects of Resource Development staff. Method of measuring achievement: Comprehensive Resource Development Plan completed.</p> <p>3rd Quarter Report: <u>Achieved.</u> In lieu of Regional Resource Development staff, the Community Resource Specialists have assumed the public relations and community outreach aspects of Resource Development (recruitment). See attached draft of Comprehensive Resource Development Plan.</p>	
Oct. 2002	S2. B. Make funding available for private child-caring agencies to recruit, develop and provide on-going supervision and retention services to foster and foster/adopt homes, in a manner similar to services provided an existing contract between the Office of	Oct. 2002	DHR Budget Office, DFCS Director, DFCS Social Services Section Director, Foster Care Unit, Placement Resource Development Unit, Linda Ladd	Funding appropriated to contract with private agencies to recruit and develop foster and foster/adopt homes.	<p>1st and 2nd Quarter Reports: 1) A contract with private child-placing agencies for the recruitment, and development of foster and adoptive homes ended on June 30, 2002. Approximately 109 foster homes were developed under this contract. 2) Funding allocated (\$500,000 in Oct. 2002) for DFCS county agencies to contract with private entities for the preparation and development of foster homes. Method for measuring achievement: 1. Comparison of number of homes developed during contract periods with the number approved during two previous years. Total foster homes developed SFY 00 =807; total foster homes developed SFY01 =982; (data not available for 2002). Actions to be taken next quarter: Compare number of homes developed over past three quarters. 1st Quarter Federal</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Adoptions and private child-caring agencies.				Response: <u>MOVE UNDERLINED TO NEXT QUARTER.</u> 2 nd Quarter Federal Response: THIS WAS DUE OCTOBER 2002. HAS IT BEEN ACHIEVED YET? What can the State give us to show this has been achieved? 3 rd Quarter Report/Reply: Achieved. An additional \$800,000.00 was allocated for Foster Care Recruitment during the 2003 legislative session. BARRIERS TO ACHIEVEMENT:	
Oct. 2002	S3. C. Increase per diem payments to private agencies that provide family foster care for DFCS.	Sept. 2003	Juanita Blount-Clark, GAHSC (members and non-members), Foster Care Unit, DHR Budget Office, DFCS Social Services Section Director, Treatment Unit	Payments to private family foster care providers increased to \$33.30 per day. Effect re-negotiation with private agencies to increase daily rates by 9/2003.	1 st and 2 nd Quarter Reports: 1) Achieved: Regular foster care per diem payments increased to \$33.30 per day for private providers in Oct. 2001. Negotiations in effect to increase per diem to private providers for the emergency 30 day placement of children. 2 nd Quarter Federal Response: HAS IT BEEN ACHIEVED? 3 rd Report/Reply: Achieved: Increased per diem for private agency foster homes to \$33.30 achieved. To be re-negotiated in the fall based on the new leveling system to be developed for all foster homes.	
Jan. 2003	S4. D. Explore the funding available for the development of a Foster Care Recruitment position, to operate in conjunction with the Office of Adoptions Recruitment	April 2004	DHR Budget Office, DFCS Director, DFCS SS Section Dir., Juanita Blount-Clark, GAHSC (members and non-members), DHR Planning and Budget Office, DFCS Social	Meeting held with the Office of Planning and Budget to request the funding for a Foster Care Recruiter position at the Division (State) level to work in conjunction with the Office of Adoption in providing leadership to county RD staff	1 st and 2 nd Quarter Reports: Achieved. Foster Care Recruitment Consultant position established through restructuring of Placement Resource Development Unit on December 1, 2002. 2 nd Quarter Federal Response: HAS IT BEEN ACHIEVED 3 rd Quarter Report/Reply Achieved: Foster Care Recruitment Consultant position established through restructuring of Placement Resource Development Unit on December 1, 2002. Ms. Ife Walker is the Foster Care	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Manager in providing leadership to Resource Development teams and private child-caring agencies in recruiting a continuum of placement resources (including foster, foster/adopt, adoptive and emergency placement homes) that reflect the specialized and individual needs (medical, therapeutic, teens, siblings, etc.) as well as the ethnic and racial diversity of children needing placement		Services Section Director, Foster Care Unit, Placement Resources Development Unit, Linda Ladd	and private agencies in the recruitment and retention of foster and adoptive homes. Evaluation; Decision rendered by the Office of Planning and Budget regarding the allocation of a Division Foster Care Recruitment position on the Division level.	Recruitment Consultant.	
Dec. 2002	S5. E. Develop a database of resources to be used in supporting families in the maintenance of foster.	July 2003	GAHSC and non-members, State DFCS, Office of Adoption, DFCS County Depts.	Resource Directories developed and made available for use by DFCS and private agency Case Managers to support foster, foster/adopt and adoptive	1 st Quarter Report: Partially Achieved. The Georgia Association of Homes and Services for Children (GAHSC) has initiated the development of a database of 'placement resources' through their Referral Central link on the GAHSC website. This resource is being expanded to include direct services that may be accessed by agencies on behalf of children and	1 st Quarter Report: Ability of DFCS county agencies to gain access as needed. Timely updating of database. 2 nd Quarter Federal

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	foster/adopt and adoptive placements across county lines.			placements. Evaluation: Database of resources developed in partnership with GAHSC and made accessible to state and private agencies and foster parents by 6/2003.	<p>families of interest. This resource was previously used by private agencies. GAHSC has composed an email to all DFCS county agencies apprising them of the availability of this resource and means of accessing. <u>DFCS will follow through with a memorandum to all County and Field Directors apprising them of the availability of this internet resource and suggestions for in-house accessibility.</u> The GAHSC web address is as follows: www.gahsc.org/data/resourcepage.html</p> <p>Method for measuring achievement: Availability and accessibility of placement resources by both public and private agencies.</p> <p>Actions to be taken next quarter: Continue expansion of database of placement and service resources with GAHSC and the State Office of Adoptions. 1st Quarter Federal Response: <u>MOVE UNDERLINED TO ACTION STEP.</u></p> <p>2nd Quarter Report: The expansion of the Referral Central database is on-going. GAHS has apprised county DFCS agencies of the availability of the database in identifying resources for direct services and placement needs for children and families. County Case Managers may also suggest additional resources for inclusion in the database.</p> <p>Methods for measuring achievement: increased accessibility of resources for direct services and placement needs by both public and private agencies. 2nd Quarter Federal Response: <u>THESE ACTION STEPS ARE DUE SOON. IS THE STATE ON TARGET? HOW WILL WE KNOW IT HAS BEEN ACHIEVED?</u></p> <p>3rd Quarter Report/Reply: Achieved.</p>	<p>Response: <u>HOW DID YOU INTEND TO OVERCOME THIS BARRIER?</u></p> <p>Georgia's Reply 3rd Quarter: <u>Action Step Achieved.</u></p>

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					Information regarding Referral Central database has been made available to counties via the IDS online system and e-mail announcements to county agencies. County staff have been assigned personal computers or have access to computers within the county agency for accessing the Referral Central website. Georgia Association of Homes for Children's Referral Central database may be accessed at http://www.gahsc.org/data/resourcepage.html . See Attachment regarding GAHSC's Referral Central .	
July 2003	S6. F. Develop a protocol with privately operated shelters and child-caring agencies for the implementation of MOUs with county DFCS offices to increase the pool of emergency placement resources for children entering care and to address the broad range of placement needs, which include teen, sibling, therapeutic, and medically fragile	June 2004	GAHSC & non members, ORS, State Treatment & Foster Care Units, PRD Unit, DFCS County Depts.	Meetings with DFCS and private agencies to discuss development of protocol for the placement of children: 7/2003 -- 12/2003. Evaluation: Protocol developed for private agencies and shelters to implement MOU's with county DFACS agencies developed by 2/2004.	<p>1st Quarter Report: A meeting is being scheduled with GAHSC and non-members, and DFCS Foster Care, Placement Resources, and Treatment Units and DFCS County Depts. To initiate discussion around development of protocol by 1-31-03. Methods for measuring achievements: Initial meeting held and discussions around protocols for effecting MOU's for emergency placements of children with private agency resources initiated. Actions to be taken next quarter: Series of meetings with the above groups held to continue development of protocol for implementation of MOU's. 1st Quarter Federal Response: (MOVE UNDERLINED TO APPROPRIATE QUARTER)</p> <p>3rd Quarter Report: Partially Complete. A protocol for the establishment of MOU's for emergency and regular placements with private agencies is established for the state's two largest counties. This will be used as a basis for the development of a statewide protocol for implementing MOU's with private agencies in the placement of children. See Attached MOU for Independent contractors or for Purchase of</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	care.				<u>Service.</u>	

Goal: Improve the Retention rate among foster families.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Dec. 2002	S7. A. Evaluate the current foster parent preparation model (GPS:MAPP) for its effectiveness in the preparation and retention of foster, adoptive and foster/adopt parents.	March 2003	DFCS. Office of Adoption	Instrument developed and implemented in the evaluation/assessment of the effectiveness of GPS:MAPP in preparing and retaining foster parents. Additional preparation and training components developed as needed. Evaluation: Report of evaluation and assessment outcomes developed and recommendations made regarding the effectiveness of the current foster parent preparation model (GPS:MAPP).	<p>1st Quarter Report: A comparative assessment of the three leading national foster /adoptive family preparation curricula has been completed. PATH, Father Flanagan's Boy's Home (Rebuilding Children's Lives), PRIDE, and Lutheran's PPPFP. Method for measuring achievement: Written report of comparative assessment completed. Actions to be taken next quarter: Review and discuss curricula assessment outcomes and make recommendations as needed. 1st Quarter Federal Response: (MOVE TO APPROPRIATE QUARTER)</p> <p>2nd Quarter Report: Discussion of foster/adopt preparation curricula completed. It was unanimously agreed that GPS:MAPP is more in line with goals and philosophy of the state's foster care program. In addition, it would be fiscally prohibitive to train staff in the use of another curriculum at the present time. Method of measuring achievement: Review and discussion of curricula assessments completed. 2nd Quarter Federal Response: THIS WAS DUE IN MARCH. WAS IT ACHIEVED?</p> <p>3rd Quarter Report/Reply: Achieved. See Review of GPS:MAPP and other training curricular (PATH, PRIDE, etc) Additional review of GPS:MAPP and other training approaches for foster and adoptive family preparation currently being implemented by a committee consisting of foster parents, state and county staff to determine which training model will</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					be used at the end of the contract period for present GPS:MAPP trainers of trainers, which is September 2004.	
Dec. 2002	S8. B. Assure foster parent participation in annual, competency-based in-service training. Evaluation: County or statewide system developed to track the status of required annual foster parent training by 4/2004.	April 2004	E & R, State and County DFCS, State and County DFCS, Foster Care Unit	Tracking and tickler system developed to track status of foster parent training by providing quarterly reports to counties of training hours completed. Increased opportunities for continued parent development provided on both the state and the local levels. Evaluation: Additional in service training opportunities developed for foster parents.	1st Quarter Report: The State has contracted with a private provider who is piloting a system for tracking in-service training hours in one of the county DFCS areas. Method for measuring achievement: Continued implementation of pilot program for tracing in-service training hours for foster parents. Actions to be taken next quarter: Assess progress of pilot program and make adjustments as needed. Expand the training tracking system statewide to include setting up procedures for data input, developing database of information that is accessible to county/state agencies, developing procedures for tacking training hours (who, how, what, etc.). Continue funding for in-service training. Expand training opportunities for foster parents, i.e. Horizon Institutes and state supported regional training. 1st Quarter Federal Response: (MOVE UNDERLINED TO APPROPRIATE QUARTER) 2nd Quarter Report: The pilot program to track foster parent in-service training (Foster Parent Credentialing System) has met with great success. Adjustments have been as necessary. There are plans to expand this program to yet another county, but statewide expansion is not fiscally feasible at the present time. State sponsored in-service training (Continued Parent Development Institutes) has been funded for the upcoming fiscal year. We are further exploring foster parents' participation in the Horizon Institutes, sponsored by the office of adoptions, as an additional resource. Method for measuring achievement: Continued	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>successful implementation and expansion of pilot program.</p> <p>3rd Quarter Report: <u>Achieved</u>. The pilot program to track foster parent in-service training continues in pilot counties with excellent results. Although an electronic system is being piloted, The remaining counties continue to provide in-house tracking of foster parent training . Continued Parent Development Institutes have been scheduled for this year. The Horizon Institutes, sponsored by the Office of Adoption serves as an additional training resource. Individual counties or regions also provide in-service training for foster parents. <u>See attached information packet on Foster Parent Training Registry- Pilot program for Region 6.</u><u>See also announcement for the Annual Foster parent support and Staff Development Institutes.</u></p>	
Dec. 2002	S9. C. Enhance county's capacity to retain foster parents by strengthening team/ partnership strategies between county departments and foster parents	July 2003	State and County DFCS, State Foster Care, Placement Resource Development Unit, GAHSC	<p>State and local guidelines for the support and retention of foster and adoptive parents are developed.</p> <p>Georgia's Reply 3rd Quarter: Completed guidelines required for exit interviews with foster parents developed for use by counties.</p> <p>2nd Quarter Federal Response: (THE ABOVE SENTENCE DOES NOT APPEAR TO BE MFASURABI F</p>	<p>1st Quarter Report: Implementation of a statewide foster parent support poster campaign. Basic guidelines developed addressing foster parent retention/support workshops provided at the annual Resource Development and Placement Conference. Method for measuring achievement: Posters are completed and produced. Actions to be taken next quarter: Letter completed and endorsed by State Directors, Commissioner, Governor in support of campaign, mailed to all County and Field Directors for implementation. Posters disseminated to counties and displayed in areas of high visibility throughout the agency and community. Update and expand upon retention guidelines and submit to counties for implementation. Develop more specific guidelines for implementing foster parent exit interviews. Make recommendations for inclusion of issue in annual staff/administrative training</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
				<p>BENCHMARKS) Evaluation: Guidelines to enhance the retention of foster parents developed and sent out to county agencies by 6/2003. Evaluation: Guidelines for completing exit interviews for foster parents developed and sent out by 6/2003.</p>	<p>workshops, etc. 1st Quarter Federal Response : <u>(MOVE UNDERLINED TO APPROPRIATE QUARTER)</u></p> <p>2nd Quarter Report: Implementation of a statewide foster parent support poster campaign. Basic guidelines developed addressing foster parent retention/support. Foster Parent retention workshops provided at the annual Resource Development and Placement Conferences. Method for measuring achievement: Posters are completed and produced. Basic guidelines addressing foster parent retention and support developed.</p> <p>3rd Quarter Report : <u>Achieved.</u> Implementation of a statewide foster parent support poster campaign. Draft of desk reference developed to guide staff in everyday foster parent retention/support activities. Workshops that support foster parent retention/support scheduled for the August '03 Advanced Skills Institute. <u>See attached poster samples and cover letter to counties. See Draft for desk reference containing retention and support activities for foster homes.</u> Retention is an on-going process and involves a variety of new and innovative activities and strategies to maintain the level of retention required.</p>	
Effectuated	S10. Provide supportive wrap-around services for crisis intervention to prevent placement disruptions.	Oct. 2001 (Completed)	Foster Care Unit, County Supervisors, Case managers	Guidelines established and implemented for counties in the provision of wrap-around services for foster, foster/adopt and adoptive placements to prevent placement	<p>1st Quarter Report: Achieved 10-2001: Guidelines for Wrap Around Services for foster, foster/adopt families established and implemented in counties. Over 2,500 DFCS staff, First Placement/Best Placement private providers and foster parents received training on Wrap Around services for crisis intervention. A database of placement and services resources has been established and is being expanded upon by GAHSC for county use. Methods for measuring</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
				disruptions.	<p>achievement: Decreased child placement moves. Actual utilization of allocated funds for services. Decreased in the number of homes closed due to insufficient support services. Actions to be taken next quarter: Ensure county awareness and utilization of expanded resources through the expansion of the GAHSC database. Policy and FP/BP provider information added to the DHR/DFCS web page to allow for greater access by staff and foster parents. 1st Quarter Federal Response: (MOVE THE UNDERLINED TO APPROPRIATE QUARTER)</p> <p>2nd Quarter Report: Reported Partially Achieved in error.</p> <p>3rd Quarter Report: <u>Achieved.</u> First Placement/Best Placement Wrap-Around services, completed 10-2001, will continue to be available to maintain the stability of placements. GAHSC continues to update the Referral Central database as new vendors/providers become available. http://www.gahsc.org/data/resourcepage.html. An additional step for RC will be that of online application (for placements) capability by Case Managers.</p>	

GEORGIA'S PERMANENCY PROFILE

October 1, 2002 through March 31, 2003

	POINT-IN-TIME		FIRST TIME ENTRY COHORT GROUP	
	# of Children	% of Children	# of Children	% of Children
I. Foster Care Population Flow				
Children in Foster Care on First Day of Period	13,030			
Admissions During Period	4,740			
Number of Children Entering Care for the First Time In Cohort Group	4,139	87.32	4,139	87.32
Discharges During Period	4,692			
Children in Foster Care on Last Day of Period	13,078			
Net Change During Period	48			
II. Placement Types for Children in Care				
Pre-Adoptive Homes	470	3.59	5	0.12
Foster Family Homes (Relative)	2,134	16.32	606	14.64
Foster Family Homes (Non-Relative)	7,883	60.28	3,001	72.51
Group Homes	1,234	9.44	216	5.22
Institutions	890	6.81	125	3.02
Supervised Independent Living	0	0.00	0	0.00
Runaway	69	0.53	12	0.29
Trial Home Visit	382	2.92	158	3.82
Missing Placement Information	16	0.12	16	0.39
III. Permanency Goals for Children in Care				
Reunification	8,240	63.01	3,883	93.81
Live With Other Relatives	806	6.16	161	3.89
Adoption	2,394	18.31	36	0.87
Long-Term Foster Care	982	7.51	29	0.70
Emancipation	633	4.84	28	0.68
Guardianship	23	0.18	2	0.05
Case Plan Goal Not Established	0	0.00	0	0.00
Missing Goal Information	0	0.00	0	0.00

GEORGIA'S PERMANENCY PROFILE
October 1, 2002 through March 31, 2003

	POINT-IN-TIME		FIRST TIME ENTRY COHORT GROUP	
IV. Number of Placement Settings in Current Placement				
One	6,483	49.57	3,277	79.17
Two	3,088	23.61	612	14.79
Three	1,401	10.71	136	3.29
Four	722	5.52	48	1.16
Five	443	3.39	35	0.85
Six or More	939	7.18	31	0.75
Missing Settings	2	0.02	0	0.00
V. Number of Removal Episodes				
One	10,932	83.59	4,052	97.90
Two	1,774	13.56	82	1.98
Three	316	2.42	2	0.05
Four	39	0.30	3	0.07
Five	10	0.08	0	0.00
Six or More	7	0.05	0	0.00
Missing Removal Episodes	0	0.00	0	0.00
VI. Reason for Discharge				
Reunification/Relative Placement	3,587	76.45	1,311	90.48
Adoption	500	10.66	0	0.00
Guardianship	100	2.13	25	1.73
Other	357	7.61	71	4.90
Unknown (Missing Discharge Reason or N/A)	148	3.15	42	2.90
VII. Number of children in Care 17 of the Most Recent 22 months (percent is based on cases with required computation information)	5,739	43.88		

GEORGIA'S PERMANENCY PROFILE
October 1, 2002 through March 31, 2003

	POINT-IN-TIME		FIRST TIME ENTRY COHORT GROUP
	Number of Months		
VIII. Median Length of Stay in Foster Care (of children in care on last day of period)	15.51		
	# of Children Discharged	Median Months to Discharge	
IX. Length of Time to Achieve Perm. Goal			
Reunification/Relative Placement	3,587	4.3	
Adoption	500	34.56	
Guardianship	100	6.21	
Other	357	13.95	
Missing Discharge Reason	148	N/A	
Statewide Aggregate Data Used in Determining Substantial Conformity	# of Children	% of Children	
X. Of all the children who were reunified with their parents or caretakers at the time of discharge from foster care, what percentage was reunified in less than 12 months from the time of the latest removal from home?	1,804	75.54	
XI. Of all the children who exited care to a finalized adoption, what percentage exited care in less than 24 months from the time of the latest removal from home?	91	18.20	
XII. Of all children served who have been in foster care less than 12 months from the time of the latest removal from home, what percentage have had no more than two placement settings	7,628	89.19	
XIII. Of all children who entered care during the period, what percentage re-entered foster care within 12 months of a prior foster care episode?	235	4.96	

GEORGIA

Safety Data Profile

I. CHILD SAFETY PROFILE Georgia	Calendar Year 2002						Calendar Year 2001						Calendar Year 2000					
	Reports	%	Duplicated Children	%	Unique Children		Reports	%	Duplicated Children	%	Unique Children		Reports	%	Duplicated Children	%	Unique Children	
I. Total CA/N Reports	69,108		126,667				63,488		104,985				54,156		88,176			
II. Disposition of CA/N Reports																		
Substantiated	24,425	35.34	41,206	32.53			22,202	34.97	36,744	35.00			19,560	36.12	32,018	36.31		
Unsubstantiated	44,683	64.66	85,471	67.48			41,286	65.03	68,241	65.00			34,596	63.88	56,158	63.69		
Other																		
III. Child Cases																		
IV. Children Entering Care Based on CA/N																		
V. Child Fatalities					51						48						45	
STATEWIDE AGGREGATE DATA USED TO DETERMINE SUBSTANTIAL CONFORMITY																		
VI. Recurrence of Maltreatment					1,155 of 20,590	5.61					915 of 18,827	4.86					718 of 17,950	4.46
Conformity achieved at 6.10% (National Standard) or less.																		
VII. Incidence of Child Abuse and/or Neglect in Foster Care (for January-September)					150 of 19,072	0.786					198 of 18,165	1.09					229 of 19,083	1.28
Conformity achieved at 0.57% (National Standard) or less.																		

Child and Family Service Review Statewide Data Indicators' Conformity

			FFY 1999		FFY 2000		FFY 2001		FFY 2002, Q4		FFY 2003, Q1		FFY 2003, Q2		FFY 2003, Q3		FFY 2003, Q4	
	Statewide Indicator	Standard	Value	Conformity	Value	Conformity	Value	Conformity	Value	Conformity	Value	Conformity	Value	Conformity	Value	Conformity	Value	Conformity
Item 2	Recurrence of maltreatment ¹	Less than or equal to 6.1%	4.22%	Y	4.40%	Y	4.86%	Y	4.69%	Y	5.73%	Y						
Item 2	Incidence of child abuse or neglect in foster care (January - September) ¹	Less than or equal to 0.57%	1.08%	N	1.20%	N	1.09%	N	0.71%	N	0.79%	N						
Item 5	Foster care re-entries	Less than or equal to 8.6%	4.43%	Y	6.27%	Y	6.03%	Y	8.84%	N	7.75%	Y	9.28%	N				
Item 6	Stability of foster care placements ²	Greater than or equal to 86.7%	70.30%	N	94.76%	Y	94.70%	Y	90.27%	Y	89.33%	Y	88.39%	Y				
Item 7	Length of time to achieve reunification	Greater than or equal to 76.2%	63.01%	N	73.89%	N	74.99%	N	84.11%	Y	74.34%	N	76.94%	Y				
Item 7	Length of time to achieve adoption	Greater than or equal to 32%	23%	N	17.65%	N	18.96%	N	18.75%	N	15.28%	N	22.91%	N				

Data Sources: PSDS, IDS and AFCARS Files

¹. Indicator is calculated for calendar year.

². The Child and Family Services Review's 2001 Final Report stated that a data discrepancy exists within this data indicator for the state.